

# PRINTERS' INK

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185 Madison Avenue, New York

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B. A. I. S. 1911 with N. W. Ayer & Son



*"Lo, the poor Indian! whose untutored mind  
Sees God in clouds or hears him in the wind."*

—POPE

As a RACE, he has vanished. Primitive, mystical, elusive, he opposed the white man's culture till overwhelmed. Then struck his wigwam, extinguished his campfire and stoically stepped behind the curtain of Time.

Of his arts, few survive. One—the canoe, the embodiment of his graceful strength, stealthy silence, the swift agility of wild things—thanks to the Old Town Canoe Company, of Old Town, Maine, has been perpetuated.

Modeled on the lines of the Indian birch-bark, made of materials and with a craftsmanship the Indians never knew, Old Town Canoes rival the redskin's in lightness, responsiveness and speed, and completely out-class them in staunchness.

Through advertising that pictures the witchery of summer nights lazily adrift under twinkling stars, the magic of early sunlight drenching the angler as he casts his line about, the thrill of being buoyed through rushing white water, Old Town has dotted this nation's lakes and inland waterways with thousands of beautiful craft.

## N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



# Focused Advertising

If you are abreast of the times you are buying circulation that focuses around your distributing outlets.

Your dealers and jobbers want it and your traveling salesmen who are live wires and have interviewed your dealer or jobber accounts will confirm this.

**The Standard Farm Paper Unit**  
exactly fits this situation.

*Collectively* you can buy with one order, one set of plates and one bill 15 papers with 2,000,000 A. B. C. circulation among farmers and dealers.

*Individually*—If you want to concentrate on only a few trade outlets, you can buy these papers separately. They will focus consumer demand and secure dealer acceptance where you most need it.

*And*—our 50 marketing service representatives are ready to co-operate to make the campaign a success.

Our organization is at your disposal without obligation.

Ohio Farmer  
Michigan Farmer  
Pennsylvania Farmer  
Missouri Ruralist  
Kansas Farmer  
The Farmer, St. Paul  
The Breeder's Gazette  
The Progressive Farmer  
The Prairie Farmer  
The Wisconsin Agriculturist  
The American Agriculturist  
Wallace's Farmer  
Hoard's Dairymen  
The Nebraska Farmer  
The Pacific Rural Press

WALLACE C. RICHARDSON, Gen'l Manager

Chicago  
Courtney D. Freeman, Western Mgr.  
307 North Michigan Ave.

San Francisco, Kohl Bldg.

New York  
Willard R. Downing, Eastern Mgr.  
250 Park Ave.

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# PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXXXV

NEW YORK, MAY 20, 1926

No. 8

## What Do You Earn on Your Sales?

And if You Know, Are You Able to Make Comparisons in Your Own Industry?—A Plea for Uniform Financial Statements from Which Industry Can Set Up Standards on Merchandising, Production and Financial Management

By Albert E. Haase

A SALES manager can very readily determine the value of a salesman in dollars and cents. He can check the salesman's salary and expenses against sales produced. The cost of those results can then be compared with the cost of sales obtained by other salesmen.

But how about checking up in dollars and cents on a sales manager? When the head of a business wants to know if his sales manager is worth his salt as compared with other sales managers in the same industry, how can he get the information he wants in actual figures?

PRINTERS' INK has sought light on this problem from many sources. It would be supposed that the large investment banking houses of the country, because of their investments in industrial enterprises, would have such figures if they were available anywhere. One of the largest of these houses, when asked how it determined the efficiency of the operating management of a business, replied: "We get advice on production cost through engineers that we consult. They are in touch with many kinds of businesses and know production cost standards from experience. We can't, we must confess, get such advice on sales costs. We have to guess, and if it is our guess that the sales administration of the business is weak, we fire the management."

The figures and statistics on

which to set up a judgment on the operating management of a business—and by operating management let me make clear that I mean the production and selling side of a business as distinguished from the financial side—can only come from the financial statements of industry. There is no other source. Well, you say, there are innumerable businesses which today make their financial statements public property. True enough. But the manner in which they make them public prevents any intelligent comparison. And without intelligent comparison it is impossible to set up standards of efficiency for either the operating or financial side of a business. What is necessary is standardization of terminology and of form.

It will be pointed out immediately that all businesses could not possibly have the same form of financial statement. This is granted. But it cannot be denied that each industry could fix upon a standard form.

As to exactly what form would be desirable is not a subject to be discussed here. Factors other than a desire to obtain standards on operating efficiency enter into that question. We are, however, concerned, in this article, with the desirability of obtaining statements from which could be formulated standards by which management efficiency, and particularly sales management efficiency, could be judged. This raises the question

of what those standards are. There are three of prime importance, namely:

(1) The ratio of operating profits to total capital used.

(2) The ratio of operating profits to net sales.

(3) The relation of gross earn-

ings to the volume of business.

A brief explanation of how these ratios may be arrived at and of their significance and meaning in judging the operating side of a business will be given here. To those in search of more detailed information a study of a book

THE OPERATING PROFITS OF TWENTY-SIX BUSINESSES ON NET SALES IN 1925

	Net Sales	Net Operating Profits	Ratio
<i>Food Stuffs</i>			
Beech-Nut Packing Co.	\$21,566,994	\$3,179,383	14.07
Douglas-Pectin Co.	2,885,812	624,933	18.02
The Fleischmann Co.	14,986,737	4,547,442	30.35
Loft, Inc.	8,169,673	133,226	1.63
Postum Cereal Co.	27,386,919	5,324,110	19.44
Reid Ice Cream Corp.	9,856,603	1,471,684	14.93
Sheffield Farms	13,841,570	1,009,943	7.30
<i>Retailing</i>			
Gimbel Brothers	109,101,565	4,766,150	4.37
R. H. Macy & Co.	66,505,460	4,813,816	7.24
National Department Stores	79,455,118	3,262,768	4.11
Franklin Simon & Co.	25,400,163	1,411,917	5.55
<i>Automobiles</i>			
Hupp Motor Car Corp.	43,847,199	4,247,335	9.69
Moore Motor Car Co.	12,678,465	1,143,472	9.02
Peerless Motor Car Co.	17,352,540	14,105	.08
The Studebaker Corp. of America	161,362,945	18,537,763	11.49
<i>Automotive Accessories</i>			
Hays Wheel Co.	16,472,277	1,944,301	12.10
Kelsey Wheel Co.	15,083,090	1,452,253	9.63
<i>Tire and Rubber Companies</i>			
The B. F. Goodrich Co.	136,239,526	20,001,913	14.68
Goodyear Tire & Rubber, Inc.	169,470,112	17,647,461	10.41
Mohawk Rubber Co.	5,182,789	596,297	11.50
<i>Paint Manufacturers</i>			
Devoe & Raynolds Co., Inc.	11,304,161	943,977	8.35
The Glidden Co.	23,769,396	3,350,077	14.10
<i>Miscellaneous</i>			
Art Metal Construction Co.	6,479,272	766,227	11.83
Eureka Vacuum Cleaner Co.	10,090,152	1,939,216	19.22
National Leather Company	25,837,341	720,559	2.79
A. G. Spalding & Brothers	20,810,182	1,293,535	6.22

[EDITORIAL NOTE: The foregoing table shows the ratio of *operating profits* to *net sales* of twenty-six businesses. This ratio, as the accompanying article explains, expresses the effectiveness of those who are directing the production and merchandising end of a business.

It will readily be realized that the figures in the foregoing table take on more interest when it is possible to check those of one company against those of another in the same field of activity. For example, take the case of R. H. Macy & Co. and Gimbel Brothers, two department store enterprises.

The figures in the foregoing statement were obtained after a study had been made of a great number of 1925 financial reports of industrial organizations. It was hoped that figures on the other two ratios set forth in this article, namely: (1) *Operating Profits to Capital Employed*, and (2) *Gross Earnings to*

*Volume of Business*, could be obtained.

It was difficult, however, even to obtain the figures used to construct the table given above. Statements aplenty that gave the net profits could be found, but those that gave net *operating profits* were rare. Among the many that gave net profits there were quite a few of companies with distinctive merchandising policies that would have made interesting material for analysis. Fuller Brush Company, of house-to-house selling fame, for example. That company's statement shows net sales at a fairly constant level for the three years of 1923, 1924 and 1925. Net profits, however, fell from \$573,441 in 1923 to \$447,948 in 1924 and to \$75,821 in 1925. Had figures on *operating profits* been available in this company's statement it would have been possible to discover whether or not this great decrease in profits was due to either operating or financial management.



REDUCED to its simplest terms, magazine advertising is the purchase of entrée into substantial homes.

The greater the welcome enjoyed by a magazine the more thoroughly that welcome is extended to the advertising columns.

No magazine is more eagerly awaited by its readers than Christian Herald.

# Christian Herald

Bible House, N. Y.

GRAHAM PATTERSON  
Publisher

Paul Maynard  
Adv. Mgr.

written by James H. Bliss, comptroller of Libby, McNeill & Libby, on "Financial and Operating Ratios in Management," is suggested.

(1) *The ratio of operating profits to total capital employed:* Operating profits represent the amount obtained by a business after deducting from net sales all expenses such as costs of goods, selling and administration expenses, bad debts and depreciation. Federal taxes and interest or return on borrowed capital are not, however, included in those figures. The reason why they are not should be apparent. The amount of interest paid on borrowed capital is a judgment on financial ability, not on operating skill. Tax rates are fixed alike for all business. No question of operating management enters into that subject.

The term "total capital employed" represents all the assets of the business save those not used in the actual operation of the business such as funds invested in securities.

The significance of this ratio is this: It is the measure of the return obtained by a business from the operating side, since it leaves out of consideration entirely all of the financial management of a business. It simply shows the relation of profit that has been made to the amount of money used in the production and selling ends of a business.

(2) *The ratio of operating profits to net sales:* We have already defined operating profits as being those profits which remain after all costs of doing business except taxes and interest on borrowed capital have been deducted from net sales.

By net sales we mean the dollar value of total sales, less discounts, freight allowances and returns. This ratio when properly given expresses the efficiency of those who are directing the production and selling management of a business.

These two ratios, (1) Operating Profits to Total Capital, and (2) Operating Profits to Net Sales,

have a relationship to each other. The latter ratio is complementary to the first. Concerning this relationship Mr. Bliss, in the book already referred to, says:

It is the function of the merchandising and operating management of business to produce operating results representing a satisfactory return on the total capital used. Merchandising and operating men are not directly interested in the source from which a concern draws its capital, nor the cost thereof. Their responsibility is for the efficient use of such capital and for earning a satisfactory return thereon. They should know the amount of funds they use in their departments or operations, and the return they are expected to earn thereon, and they should consider this in connection with their volume of business, determining the margin of net results they must realize on sales in order to show a satisfactory return on the investment.

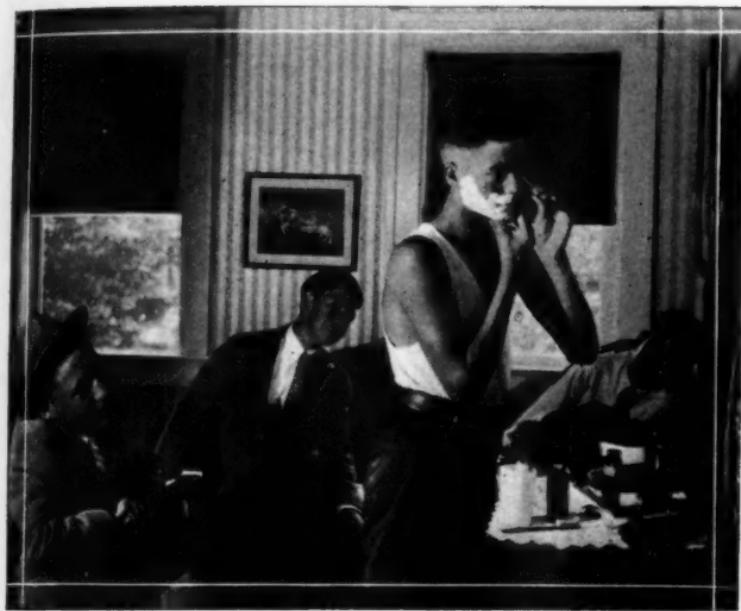
There still remains to be explained one more of the three operating standards that have been listed, so I proceed to it.

(3) *Gross earnings to volume of business:* Gross earnings represent the spread between total cost of goods produced and net sales. No account is taken of selling costs and of administration expense. The figure which covers that spread when expressed as a percentage of net sales represents the ratio of gross earnings to net sales. This ratio is generally under most conditions a measure of merchandising efficiency. In his comments on this ratio, Mr. Bliss says:

As between different companies in the same line of business, differences in gross margin will be due largely to differences in the effectiveness in management. In merchandising lines variation in gross margins may be attributed to buying and selling transactions. In manufacturing lines which figure gross earnings as the spread between material cost and sales value, the differences in margin of gross earnings are likewise attributable to merchandising management. In other manufacturing lines which consider the gross earnings the spread between factory cost and sales value, both merchandising and operating results are included.

Of these three ratios, the necessary figures can occasionally be obtained today for the first two from the published financial statements of businesses. The figures

(Continued on page 156)



## A growing beard means growing buying habits

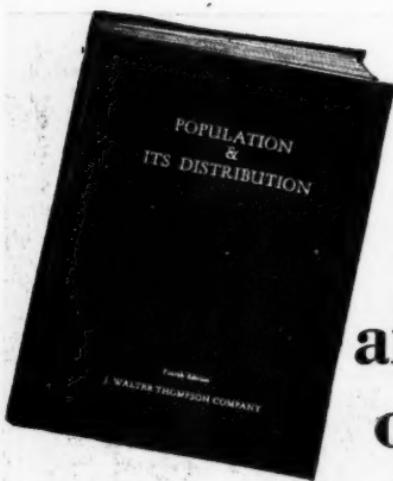
A basket of whiskers about a sixteen-year-old's chin means more than razor blades, shaving soap, brushes and toilet articles. It's a sign which points to a whole new world of buying habits and spending power.

It means man-sized, up-to-the-minute clothes, for instance, and shoes. Food. Baseball equipment. Radios. Neckwear. Underwear. Canoes. Summer camps. Yes, and all the necessities which come with manhood. *Manhood*, that's the word!

Sixteen years old, 114 pounds in weight, 5 feet 4 inches high, these near-men are typical of the 500,000 readers of THE AMERICAN BOY. Minds as keen as yours. Pretty darn near as big. Appetites bigger. Hair-trigger likes and preferences. In fact, they're men in everything but years. *Manhood* is the word!

Sell to them through the advertising columns of THE AMERICAN BOY, their chum. Share the confidence which they have learned to accord its pages. Let the honest merit of your product win the unswerving allegiance which they are keen in giving you. Copy received by June 10th will appear in August.

*The American Boy*  
Detroit Michigan



# Markets are made up of people-

*This new book tells you*

**where these people live  
where they buy . . .  
how much money they can spend**

**W**HAT are the really significant marketing facts about the 113,000,000 people of the United States? How has this market altered in the past five years?

"Population and Its Distribution" contains nearly 400 large pages of accurate up-to-the-minute statistics about markets. In its pages you will find—

### ***1925 Population Figures***

Do you know that the population of the United States has shown an increase since 1920 equal to the 1920 population of the states of Indiana and Illinois combined? That four states—New York, Pennsylvania, Ohio and California have added over a half million each? That the borough of Manhattan in New York City has *decreased* by 300,000—while Detroit shows a gain of 250,000?

### ***679 Retail Shopping Areas***

How far can population alone serve as an index of market possibilities? Two cities in Maine,

Bangor and Lewiston, are of nearly equal population. Actually, however, Bangor's trading population is almost twice as great as that of Lewiston.

In "Population and Its Distribution" are given complete retail shopping areas for the entire country with maps and figures for each. These areas are determined by *commercial* rather than *political* boundaries.

### ***Income Tax Returns by Counties***

How much money can people spend? Which counties in each state offer the richest sales possibilities?

In Illinois the distribution of population by counties roughly parallels income tax returns. In Alabama, however, over 82% of the total number of returns came from 20% of the counties.

"Population and Its Distribution" gives the number of personal income tax returns for every county in the United States—arranged for ready comparison with population figures for the same county.

\* \* \*

In addition "Population and Its Distribution" gives the number of wholesale and retail dealers for eighteen different trades by states and cities of 25,000 and over—the number of grocery and drug chain stores in large cities and many other statistics of value in planning sales operations.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

---

J. Walter Thompson Company, Dept C

244 Madison Avenue, New York City

I enclose \$7.50 for "Population and Its Distribution."

Name \_\_\_\_\_

Address \_\_\_\_\_

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# Wanted: More Butter and Egg Men

Advertising Is One Way to Get Them, the Chicago Mercantile Exchange Believes

**S**OMEONE, it may have been George M. Cohan, once minted the epigram: "The public doesn't kid you if it doesn't like you."

Down under the surface of that casually tossed-off remark there's considerably more than a suspicion of truth. Hit it a good lusty walloping and the sound that it gives out is anything but hollow.

For something over a year, now, the big butter and egg man has been our national jest. To all appearances, he has been good-natured about it, buying theatre tickets to see himself cartooned and refusing to take the banter seriously. Time enough to be serious during the working hours of the day, has been his attitude.

"Get sore over being kidded a little? No sir!" says one of them. "Every time the butter and egg man expression is repeated our business gets a boost. What we want is more talk about butter and eggs, wider realization that it's a good, honest, profitable business and more people in it."

It is true that the men in the business of buying and selling butter and eggs are anxious for other business men and the public at large to know more about it. Within the last month, the Chicago Mercantile Exchange, composed of 500 wholesale dealers in butter and eggs, has begun a campaign of advertising to interest people in trading in these commodities as they now trade in stocks, bonds, cotton and grain. This advertising is running regularly in seven Chicago newspapers and will continue up to next November, at least.

In 1925, 500 million dollars' worth of butter and eggs were traded in on the floor of the Chicago Mercantile Exchange. That makes it probably the largest market in the world for the wholesale distribution of these products. However, there is plenty of room remaining for growth, members of

the Exchange feel. There's action in this market, just as much action as in grains, stocks or cotton, and there are profits. More public interest and participation in this market will, of course, add to the commissions of brokers. It will also make for greater stabilization in butter and egg prices, S. Edward Davis, manager of the Clearing House of the Chicago Mercantile Exchange, says:

"What the exchange is seeking is to make the financially-minded public realize that it is just as attractive and as easy to trade in car lots of butter and eggs as it is to trade in wheat, motor stocks or cotton. In all its advertising, the Exchange mentions a booklet, 'How to Buy and Sell Butter and Eggs,' containing simple A. B. C. instructions. This tells the reader about the operations of the Exchange, the various grades of eggs and butter traded in, how quotations are made, margin requirements and a number of other pertinent details."

## USED ADVERTISING YEARS AGO

Advertising and the Chicago Mercantile Exchange, it is worth mentioning, are not strangers. As far back as 1914, The Chicago Butter and Egg Board, the predecessor of the present Exchange, bought space to tell consumers the truth about storage eggs. At that time, the Board cited numerous health authorities on the value of cold storage goods in a campaign to dispel some of the then popular prejudice. More recently, the Exchange has advertised to promote the consumption of butter. Frequently, advertising has been directed to producers to get them to make better grades of butter for market.

In 1921, members of the Exchange had 10 million cases of eggs in storage. That situation nearly caused a serious crisis. Ad-

**In 801 towns and cities**

\* \* \*

**in the State of Iowa**

\* \* \*

**(in addition to Des Moines)**

\* \* \*

**The Sunday Register**

\* \* \*

**reaches from one-fifth to**

\* \* \*

**nine-tenths of the**

\* \* \*

**families. In these Iowa**

\* \* \*

**communities, therefore,**

\* \* \*

**(as well as in Des Moines)**

\* \* \*

**merchants carry the**

\* \* \*

**products advertised in**

\* \* \*

**The Des Moines Sunday Register**

---

**April Net Paid Average**

**153,803**

vertising averted it. Seven million cases was the largest amount that the Exchange had ever carried in storage up to that time. A fund of \$18,000 was hurriedly raised for advertising. The Exchange, believing that under-consumption as well as abnormal production was the cause of the difficulty, told the public through its educational advertisements some of the facts regarding the food values of eggs. In September 1,800,000 cases of eggs were moved out of storage and sold. The highest month's total until then had been 800,000 cases. By the end of the year, the 10 million cases had been cleaned up and the problem ceased to exist.

The production of butter and eggs is increasing every year, Mr. Davis says. Consumption must also be increased to balance this and the middleman must perform better service at lower prices, he points out. More information about butter and eggs as foods and wider public participation in the butter and egg market are both factors in stimulating a demand that will equal the supply. Advertising is the means of making these factors effective, the section of the industry that focuses in Chicago believes.

So the butter and egg man looks on the quip without a qualm. The next step is to take the public off the sidelines and bring it into the market. The industry wants more butter and egg men.

### Western Shade Account for Walter E. Hardy Agency

The Western Shade Cloth Company, Chicago, has appointed the Walter E. Hardy Company, advertising agency of that city, to direct its advertising account.

### E. M. Swasey Goes to Pacific Coast

E. M. Swasey, vice-president of *The American Weekly*, New York, has been transferred to San Francisco as Western representative of *The American Weekly*.

### New York Printers to Meet

The annual meeting of the New York Employing Printers Association will be held on June 7 at the Scarsdale Country Club, Scarsdale, N. Y.

### George Hearst, President, New York "American"

George Hearst, son of William Randolph Hearst, and president of the Examiner Printing Company, publisher of the San Francisco *Examiner*, has, in addition, been made president of the New York *American*. He succeeds Joseph A. Moore, who was recently elected chairman of the board of The Butterick Company, New York.

David E. Town has been appointed treasurer of the *American*, a position which also was held by Mr. Moore. Mr. Town has been with the Hearst organization for about a year and a half.

### New Accounts for Williams & Cunningham

The Kenton Baking Powder Company, Cincinnati, manufacturer of Snow King baking powder, the All-American Radio Corporation, Chicago, and the Chicago Title & Trust Company, have appointed Williams & Cunningham, Inc., advertising agency of that city, to direct their advertising accounts.

### Royal Baking Powder Appoints J. Walter Thompson

The Royal Baking Powder Company, New York, has appointed the J. Walter Thompson Company, New York, to direct its newspaper advertising. This agency continues to direct the Royal magazine advertising. The newspaper advertising had been placed direct.

### Erwin, Wasey Transfers Joseph Husband

Joseph Husband, who has been with the Chicago office of Erwin, Wasey & Company, directing foreign advertising, is to be transferred to the New York office, where he will have charge of all foreign advertising.

### Live Leather Account for Boston Agency

Live Leather Products, Inc., Cambridge, Mass., manufacturer of Live Leather belts and garters, has appointed the Wells Advertising Agency, Inc., Boston, to handle its advertising. Newspapers are being used.

### National Gypsum Account for Blackman Agency

The National Gypsum Company, Buffalo, N. Y., manufacturer of plaster board, has appointed The Blackman Company, Inc., New York advertising agency, to direct its advertising account.

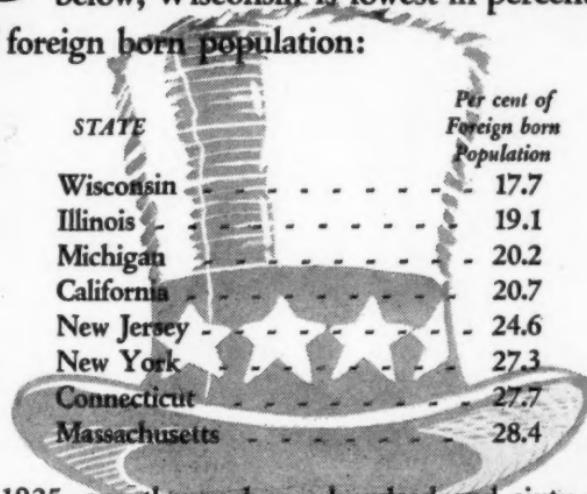
### Pillsbury Flour Account for Dollenmayer Agency

The Pillsbury Flour Mills Company, Minneapolis, Pillsbury's Best flour, pancake flour, etc., has appointed the Dollenmayer Advertising Agency, of that city, to direct its advertising account.

*More Than One Half Million Wisconsin Readers Every Day*

# *Sell Milwaukee With One Newspaper*

OF the eight leading industrial states listed below, Wisconsin is lowest in percentage of foreign born population:



In 1925, one thousand one hundred and sixty nine advertisers depended upon The Milwaukee Journal exclusively to sell the rich, stable Milwaukee-Wisconsin market. Here *one* newspaper--The Milwaukee Journal--is the *only* advertising medium needed to sell the largest possible volume of goods at the lowest advertising cost per sale.

***The Milwaukee Journal***  
**FIRST—by Merit**

*Read by More Than Four Out of Five Milwaukee Families*

The "C" Club

THE CHICAGO CLUB

# The "CASE" FOR THE WHOLE FAMILY

"Canada Dry's" current schedule in The Photogravure Section of The Chicago Daily News comprises five full pages and four half pages (total, 13,720 agate lines) to appear over a period of approximately six months.

You simply can't go wrong with advertising that reaches all members of the family together, as it does in—

*The Saturday  
Photogravure Section  
of*

G DAILY NEWS

# Do you know which Southern states have the most autos?



	<i>No. of Autos</i>
Texas	817,765
Oklahoma	403,170
North Carolina	343,115
Virginia	257,446
Florida	257,278
Kentucky	231,854
Tennessee	222,931
Georgia	199,912
Louisiana	175,980
Alabama	172,136
South Carolina	154,929
Mississippi	154,743
Arkansas	147,189

**T**HIS automobile data is of special importance to you who want to concentrate your selling efforts in proportion to wealth and purchasing power. On January 1, 1926, the auto rank of the 13 Southern states was as shown above. Note that Oklahoma leads every state except Texas. Remember that six of the states with fewer automobiles than Oklahoma have several hundred thousand more population. Oklahoma folks own one motor car to every five people.

Every indication points to a third successive year of record crops for this state; Oklahoma, more than ever before, will be a big market for autos, tires, batteries and accessories! Throughout the whole of this rich farm market, the Oklahoma Farmer-Stockman reaches and influences the farm buyers . . . it is the state's *only* farm paper!

Carl Williams  
Editor

**The OKLAHOMA  
FARMER-STOCKMAN**  
Oklahoma City

Ralph Miller  
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY  
New York Chicago Detroit Kansas City Atlanta San Francisco

# Circulation Abuses and Their Effect on Advertising

Association of National Advertisers, at Farm Paper Clinic, Decides for Quality as against Mere Quantity

By Edward T. Hall

President, Association of National Advertisers; Vice-President, Ralston Purina Company

[EDITORIAL NOTE: This significant presentation by Mr. Hall is based on an address he made while presiding over a "farm paper circulation clinic" at the semi-annual meeting of the Association of National Advertisers held in Chicago last week. It is a rule of this association that none of the addresses at its sessions be published except in the form of brief summaries. The sessions are executive and full reports of the proceedings are available only to members. But, on account of the importance of the topic, Mr. Hall, as president, agreed to a suggestion that *PRINTERS' INK* should be allowed to publish the proceedings of the clinic. Mr. Hall's address, as it appears here, is the result of the editing of Mr. Hall's original manuscript done by him and a *PRINTERS' INK* representative. Some purely local allusions have been removed and the names of certain farm papers eliminated. Otherwise, his statement is the one he made at the meeting. Other addresses on the subject during the clinic were delivered by Marco Morrow, assistant publisher of *The Capper Publications* and Horace C. Klein, publisher of *The Farmer* and *The Farmer's Wife*, St. Paul.]

WHEN the present officers of the Association of National Advertisers were elected at Atlantic City last fall, a platform of constructive co-operation with all advertising interests was decided upon. This met with the general approval of the membership and I believe the results already accomplished have more than justified this position.

When all is said and done, the great purpose of the association is to increase the effectiveness of advertising per dollar spent. The mediums that carry the advertising and the advertisers themselves are really in the same boat. Any factor that decreases the effectiveness of advertising hurts both, but especially the man who pays the bill.

This whole problem is of extreme interest to me because the first several years of my business life were devoted to circulation

problems when I was connected with the Curtis Publishing Company. Before I left that line of business I had general charge of all the subscription work of the Curtis publications. I therefore have always had a slightly different viewpoint and have perhaps made more of a study of circulation problems than is the case with many advertisers. We in the Ralston Purina Company use quite a list of farm publications and I number among my warm friends, the owners, editors and advertising directors of different farm papers. I think I am more sympathetic, perhaps, with their problems, which in many cases have been accentuated because of the part played by advertising buyers, including advertising directors and agency space buyers.

It is the desire of the association to approach the matter from an unprejudiced and judicial viewpoint. No branch of business is perfect. There are unsound factors in the farm publication field which have been brought about probably as much by the demands of the buyers of advertising as by the owners of farm papers. If this clinic is successful, we will all get our feet under the same table and unite in a truly constructive program to eliminate from the farm field undesirable factors and constructively to encourage principles and policies that tend to increase the effectiveness of advertising.

During the last year, my own company has made an investigation of the farm field. An unusual man who has sold farm equipment and who is familiar with that large group of buyers has made a cross-section for us in different parts of the United States of the

honest-to-goodness farmers' viewpoint concerning our own publicity, farm publications, buying habits and the like. He traveled as a representative of an advertising agency and talked farm equipment, eventually leading the discussion to our particular field. Some startling information has come from these interviews concerning the stupendous influence of some farm papers and the lack of consciousness concerning others. Our farm-paper list this coming year will be decidedly different because of the facts that have been developed by this investigation.

In thinking over this subject, it seemed sufficiently broad to justify a conference covering several days. To crystallize principles underlying sound and unsound methods, I sent telegrams to the leading farm papers in the United States, requesting replies in 100-word night messages, outlining their views concerning what methods should be encouraged and what policies should be discouraged. I want to express true appreciation for the splendid way in which farm publications have co-operated in developing this clinic in so promptly sending me the information contained in these telegrams. I sincerely believe that farm publications as a whole use methods that are open to some little criticism and that most of the publishers who have resorted to methods that are decidedly bad would gladly discontinue such methods were such a policy favored by buyers of advertising. In studying the general problem I have found that my knowledge concerning circulation methods is very deficient, notwithstanding the fact that I used to be in the business myself.

We are really purchasing agents. The lack of information concerning the good and bad factors of farm-paper circulation among the large buyers of advertising including myself is appalling. Until I began to prepare the data for this presentation, I frankly knew nothing about the tactics followed by "sheet-writers" or about the abuses of clubbing offers, contest plans, legislation, benefit schemes

and premium offers. If our own purchasing agent who buys supplies for the business was as ignorant about his products as I am about circulation pitfalls, he would be open to very severe criticism. Yet I spend thousands of dollars a month and should have at my fingertips the full, simple facts that should be analyzed before a farm paper is placed on our list. These facts are, moreover, readily available and most of them are on file in my office.

Let me outline certain methods used in obtaining circulation, with which every buyer of advertising should be familiar. My first accusing finger must be pointed to the advertiser—to the members of the A. N. A. who are demanding "circulation" and "more circulation," without giving adequate thought to what lies back of this demand for "more circulation."

I have in mind, for instance, a publisher who had a logical circulation of 400,000, the saturation point in his field, or at least as near the saturation point as possible. His competitor, however, by forcing methods went up to 750,000 and the first publisher soon found that the publication which had used forceful methods was securing much advertising which had formerly come to him and he was obliged to follow the lead of his competitor by using the same kind of methods, not because he wanted to do it, but because he was forced to do it by the attitude of the space buyer.

This is not an isolated instance. There are dozens of them. One publisher reaches the 1,000,000 mark; his competitor feels that he must reach the 1,250,000 mark; another competitor feels that he should reach the 1,500,000 and then comes the publisher who decides that he must have 2,000,000 in order to lead the field.

I am not saying that there may not be a place for a publication that has 3,000,000, 4,000,000 or 5,000,000 circulation. That is not the point at issue. The point I am trying to make is that if a publication has 800,000 circulation which saturates its field, it should

be given preference as against a publication which employs such methods as will enable it to reach the 1,000,000 mark even though there is 200,000 excess.

In considering this question of farm paper circulation, it should be borne in mind that there are two distinct classes of farm papers. First, there is the "State" farm paper, which reaches an individual State, with perhaps an overlapping circulation in nearby States. Second, is the paper of national distribution which competes more or less with all the State papers. The methods of obtaining circulation in these two classes of farm papers must necessarily be different. At the same time, however, there are certain methods of obtaining circulation employed by all publishers.

#### LEGITIMATE PREMIUMS

To begin with, let us consider the question of premiums. A premium may be legitimately used for the purpose of securing attention, or for the purpose of clinching an order. If such a premium is of reasonable value and the implied value does not overshadow the price of the publication, there is no objection to this method of securing circulation. But where the premium does overshadow the price of the publication in supposed money value, so that the appeal would induce a prize-fighter to take the *Farmer's Gazette*, or a bachelor to subscribe for the *Young Mother's Farm Review*, then the circulation so secured is of slight value to the advertiser.

It is not so long ago that the State fairs of this country were infested by canvassers who used such premiums, even though the publishers forbade their use.

Favorite premiums were spectacles and fountain pens. The spectacles were simply a pair of magnifying lenses which made print look larger to anyone putting them on. It was not difficult, therefore, to convince the farmer that his eyesight was bad and that these spectacles would help him. Often the effect was injurious rather than helpful.

Fountain pens were made to sell

at all sorts of prices. A cheap pen looked just as good as the more expensive one. Some manufacturers would put a band around the pen with the price hardly ever less than \$5,—and we have known of instances where the price was as high as \$8.

In view of the fact that the prices of farm papers range from twenty-five cents to \$1, it is unnecessary to point out that the premium rather than the publication was sold to the so-called "subscriber."

Another method of approach of the canvasser was to represent that the paper for which he was securing subscriptions was an exponent of legislation for the benefit of the farmer and in order to keep informed, as well as to support certain movements, it was necessary that the farmer should subscribe. In these cases the publisher was represented as being a philanthropist and giving the paper free. All that was necessary on the part of the recipient was to pay the postage, two cents per copy, which, in most cases, amounted to the usual subscription price of \$1 a year.

Other methods of securing subscriptions for farm papers, which were open to abuse, were contest and club-raising methods. Prizes, varying from talking dolls to Shetland ponies, were offered for subscriptions ranging from ten to five hundred. Many millions of subscriptions have been secured in past years by these methods. Doubtless a considerable portion of them were good, but also, unquestionably, many of them were useless to the advertiser who used farm papers for the purpose of reaching the farmer or his wife.

For instance, not long ago, it was discovered in a manufacturing city that ten puddlers in an iron works had "subscribed" to a farm paper in order to assist another puddler to secure a prize.

In another city of a half million population a little girl started in to solicit subscriptions for a farm paper in order to secure a talking doll. It was necessary to get twelve subscriptions. She secured

two and her mother dissuaded her from proceeding further by supplying the necessary amount of money and adding names of relatives and neighbors to complete the list. They all lived in a thickly populated city district, many miles away from any farm.

These two instances could be duplicated by thousands. A volume could be written on this matter of contest and club-raiser methods, but I will proceed to the last two methods which I consider of very vital importance.

One is the securing of subscriptions by canvassers. Personal solicitation by an agent for a publication is the highest form of solicitation, next to direct solicitation by mail; provided, however, that the canvasser is properly controlled and supervised. It is in this form of solicitation that the greatest evils occur. Many years ago this class of canvassers in a large number of cases were known as "sheet-writers." They were employed on a 100 per cent basis; that is, they paid nothing for the subscriptions and in some cases were given bonuses over the 100 per cent.

If the publisher made an arrangement with the canvasser, with the proviso that the "sheet-writer" should produce a certain number of subscriptions, it was not difficult for the sheet-writer to add the necessary number of names from telephone books and other sources, to live up to the publisher's requirement.

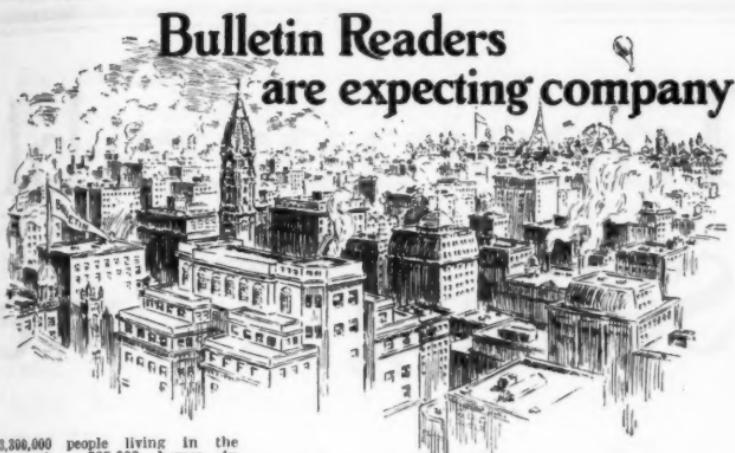
To overcome this evil an effort was made by the Post Office Department to make it illegal for a publisher to take subscriptions for which less than 50 per cent of the annual subscription price was turned in to the publisher. This was obviously impossible in many cases. Take, for instance, in States where farms were five to fifteen miles apart; it would be absolutely impossible for a canvasser to earn a livelihood at even 100 per cent profit. The Post Office Department has recently revised the requirement to 30 per cent, but this is just as impossible as the original 50 per cent arrangement.

To offset the Post Office Department's requirement, many publishers have placed their men on a salary basis, with the understanding that in order to continue to receive the salary, the canvasser must turn in a certain number of subscriptions which would be the equivalent of the 100 per cent previous arrangement. It can readily be seen that a canvasser who has not been able to secure the requisite number of subscriptions during the week could more profitably add names than jeopardize the continuation of his salary arrangement.

Then there is the clubbing offer. There are two forms of clubbing offers, one by which a number of farm papers and magazines, usually five or six, are clubbed together at an exceedingly reduced price. The other is the clubbing of a farm paper with a daily newspaper. The price at which the farm paper is sold to the daily newspaper depends largely upon the eagerness with which the farm paper publisher desires to add names to his list. In a great many cases he charges nothing for the farm paper, when clubbed in this manner.

As the subscription price of the newspaper will run from \$3 to \$6, the newspaper publisher can well afford to offer four or five magazines and farm papers in combination with his own at no increase in the regular price of his publication. Usually a club of five which is so offered contains one or two farm papers, a poultry paper and two magazines of the popular or family type. As these five extra papers cost the subscriber nothing, he naturally accepts them and having paid nothing for them he may or may not take any interest in them. These clubbing offers were very often placed through subscription agents whose contractual relations with the outside publisher offer opportunities for misuse of what would otherwise be a perfectly legitimate form of subscription getting.

I have mentioned facts brought out by our farm investigator that certain farm publications have



3,300,000 people living in the more than 525,000 homes in Philadelphia, Camden and suburbs can be reached through one daily newspaper—The Bulletin

THIS summer the Sesqui-Centennial exposition opens in Philadelphia. Into a city of almost 2,000,000 will pour hundreds of thousands of people to attend the fair and celebration of the 150th Anniversary of the signing of the Declaration of Independence. The Spot-light will be turned where "nearly everybody reads The Bulletin."

The reader confidence enjoyed by The Evening Bulletin is attested by the fact that The Bulletin's circulation is the largest in Philadelphia and one of the largest in the United States.

The Bulletin goes into practically every home in and around the great city of Philadelphia and makes it possible to reach this huge market of nearly three million people—third largest in America—through one newspaper at one cost.

With a circulation of over half a million copies daily The Bulletin dominates Philadelphia.

# The Evening Bulletin.

PHILADELPHIA'S NEWSPAPER

**533,169**

Net Paid Daily Average for Six Months Ending March 31st, 1926  
(Copyright 1926, Bulletin Company)

# Incomparable Selling Power

The acid test of any advertising medium is the volume of sales it can and does produce for merchants and manufacturers.

The proven sales experience of hundreds of merchants and manufacturers, year after year, in practically every line of business is:

The New York Evening Journal OVERWHELMINGLY DOMINATES the New York Market and UNQUESTIONABLY PRODUCES THE MOST PROFITABLE RESULTS.

Advertisers recognize the incomparable selling power of the New York Evening Journal. They invariably invest far more money in this dominant medium than in any other New York evening newspaper.

## NEW YORK EVENING JOURNAL

*The largest evening newspaper circulation in America*  
3c a copy daily—5c on Saturdays

For 27 consecutive years the New York Evening Journal has had the largest evening go-into-the-home circulation in America—and for 12 consecutive years the New York Evening Journal has led all New York evening newspapers in volume of advertising printed. This leadership is based on regular and consistent advertising without resort to special numbers or sections or other forced methods for attaining lineage supremacy.

Forty-six out of every 100 people who buy any New York evening newspaper buy the Evening Journal—that is why this newspaper has the largest quantity of quality circulation going into the homes of Metropolitan New York.

Department Stores, Women's Specialty Shops, Men's Wear Stores, Jewelry Shops, Musical Instrument Dealers and Furniture Stores place more advertising and invest far more money in the Evening Journal than in any other New York evening newspaper.

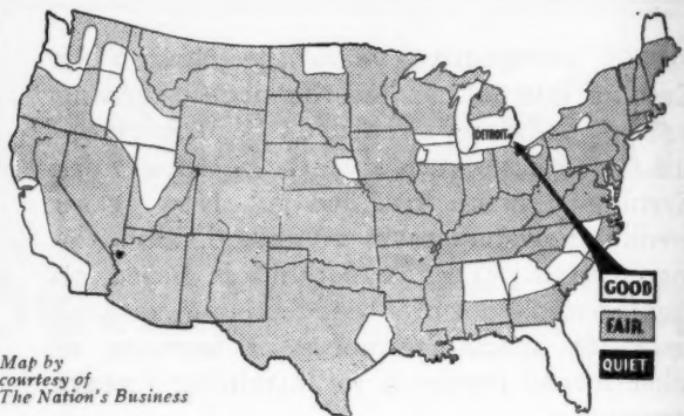
The Average Net Paid Circulation of the New York Evening Journal for the Six Months Ending March 31, 1926

**696,447 Copies a Day**

—and at 3c a copy daily—5c on Saturdays

**EVING JOURNAL**

*DOUBLE the circulation of any other New York evening paper PLUS 107,563*



## Business Is Good in Detroit

*Take Advantage of Detroit's Prosperity  
Through Its One Big Medium—  
The Detroit News*

THE map above reprinted from the May issue of *Nation's Business* depicts the prosperous condition of the Detroit market. What is more striking is the fact that while other sections of the country show variations in color on this map from month to month, the Detroit field was shown in white both a month ago and a year ago indicating a stability of prosperity well worth the attention of the national advertiser.

Peculiarly advantageous is this field for the advertiser, for not only does it have a prosperous population with ample purchasing power, but it also has a unique advantage in its one big medium—The Detroit News. This newspaper with a circulation of more than 320,000 weekdays and 350,000 Sundays covers the field thoroughly and alone. In fact, no other city of Detroit's size or larger is so thoroughly covered by one newspaper.

Thus it is easily possible to sell the huge Detroit market at a low, economical advertising cost not attainable in any other market of equal prominence.

# The Detroit News

*More Than 320,000 Weekdays, 350,000 Sunday Circulation*

**Detroit's HOME Newspaper**

little or no influence on some homes. An inquiry shows that such papers follow circulation-getting methods that are open to severe criticism. The Audit Bureau of Circulations, of which most of us are members, has compiled for ready reference, authoritative data concerning the methods used by most farm publications. If we continue to buy circulation that is of little or no value, we alone are to blame and by the very purchase of such circulation, we are encouraging practices that decrease the effectiveness of advertising.

It has been the policy of our company to a certain extent in the past and from now on will be a firmly established policy to analyze circulation methods and to encourage, by the placing of advertising contracts, the farm papers that exert enormous influence through sound editorial policies. It will be our policy to give less attention to enormous bulk circulation and to buy on the basis of sound circulation methods and proper editorial policies.

If the membership of this association as a whole should adopt such a plan, we would enable farm papers to discontinue the mad rush for circulation that is of little or no value and to give us safe saturation without useless padding. We also would gradually eliminate papers that have no legitimate reason for existing, that live only through methods that cause a material waste.

It is my personal conviction that the business of the Association of National Advertisers should be truly constructive. The worst abuses have come about through an apparent demand for mass circulation. We should buy quality and should encourage the publishers who give us circulation that is not open to question. From contact with a large number of owners and publishers of farm papers, I feel certain that they would more than welcome such a move on the part of the large buyers of advertising. Any who would not welcome such a move should naturally be eliminated.

The buyer of advertising space, whether he be on the rate desk of an agency or be advertising director of a corporation, should be able to reach a known number of the right people at the least cost and under favorable conditions. Circulation of this type is not obtained by list writers or other high pressure methods.

Many publishers have gone wild in trying to pile up mass circulation. This policy is like an epidemic that is running through not only the farm field but many other fields and it is high time that the disease be promptly stopped through sane treatment. The members of this association who control advertising appropriations of approximately one hundred and fifty million dollars annually are in a position to work constructively with farm paper publishers and to put an end to the wild circulation rush. We pay the bills. We or our agents have been one of the big factors in the development of the present situation because we have given so much attention to quantity rather than quality.

It is high time that the large buyers of advertising put on new glasses when buying farm papers or other periodical space. We should have available complete, simple facts concerning circulation and analyze them before putting a single farm paper on the list. These facts, moreover, are available through A. B. C. reports. We should not only cut publications off our lists that continue to use questionable methods but we should encourage with additional contracts the publishers that exert a big influence through sound editorial policies and who reach a known number of the right people.

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Mr. Hall, at the conclusion of his address, offered a resolution on the subject of "general circulation building" which was unanimously adopted by the association at its closing session on Wednesday morning. The resolution follows:

The Association of National Advertisers, through this resolution, goes on record as being unalterably opposed to any method of circulation getting which

has for its prime object the production of mere quantity circulation.

The Association is opposed to many practices which have crept into the publication field and which are inimical to the interests not only of advertisers but of the publishers themselves.

It urges its members thoroughly to study the circulation methods of any proposed medium as shown in reports available and to support those publishers who will do everything in their power to eliminate circulation abuses.

The subject was discussed from the standpoint of the farm papers by Horace C. Klein, publisher of *The Farmer* and *The Farmer's Wife*, St. Paul, and Marco Morrow, assistant publisher of The Capper Publications.

The three addresses constituted what the association was pleased to call "a farm circulation clinic." Stanley Clague, managing director of the Audit Bureau of Circulations, and a number of leading farm paper publishers were guests of the association during the proceedings.

#### F. L. Erskine to Retire

Frank L. Erskine resigned as a director of the W. L. Douglas Shoe Company, Brockton, Mass., on May 1 and as advertising manager, effective May 31. He joined the Douglas company in 1891, became advertising manager in 1898, was elected a director in 1902 and was Mr. Douglas' secretary from 1906 until his death in 1924. Mr. Erskine informs PRINTERS' INK that he is retiring to private life.

#### F. A. Bell with N. W. Ayer & Son

Franklin A. Bell, formerly co-manager of the San Francisco office of Lord & Thomas, and for several years advertising manager of the Sun-Maid Raisin Growers, Inc., Fresno, Calif., has joined the Philadelphia office of N. W. Ayer & Son.

#### Mail-Order Account for Chicago Agency

Spear & Company, Pittsburgh, Pa., and New York, mail-order house, have appointed The Green, Fulton, Cunningham Company, Chicago advertising agency, to direct their mail-order advertising.

#### Tire Flap Account with Griffen, Johnson & Mann

The Beaney Rubber Company, Inc., New York, has appointed Griffen, Johnson & Mann, Inc., advertising agency of that city, to direct its advertising account. Magazines and business papers are being used.

#### Soap Manufacturers Adopt Castile Soap Regulations

The Federal Trade Commission recently held a trade practice meeting with manufacturers and importers of castile soap, for the purpose of considering the adoption of rules pertaining to the advertising, marking and labeling of castile soaps. The following firms were among those represented at the meeting: the Lever Bros. Company, Armour & Company, the Larkin Company, Swift & Company, Procter & Gamble, and the Andrew Jergens Company.

A resolution which regulated practices in the marketing of castile soaps, was adopted by a majority of the manufacturers present but did not meet with the approval of the commission. The commission made the following ruling: That the term "Castile" should be applied only to pure olive oil soap, that is, soap made of olive oil with no admixture of any other fat.

#### G. E. Ingham, Vice-President, H. E. Lesan Agency

George E. Ingham has joined the H. E. Lesan Advertising Agency, Inc., as vice-president in charge of Western business with headquarters at Chicago. For the last three years he has had charge, as vice-president, of the New York and Chicago offices, respectively, of The Caples Company. He was formerly with Lord & Thomas for sixteen years.

#### United States Cast Iron Pipe to Advertise New Pipe

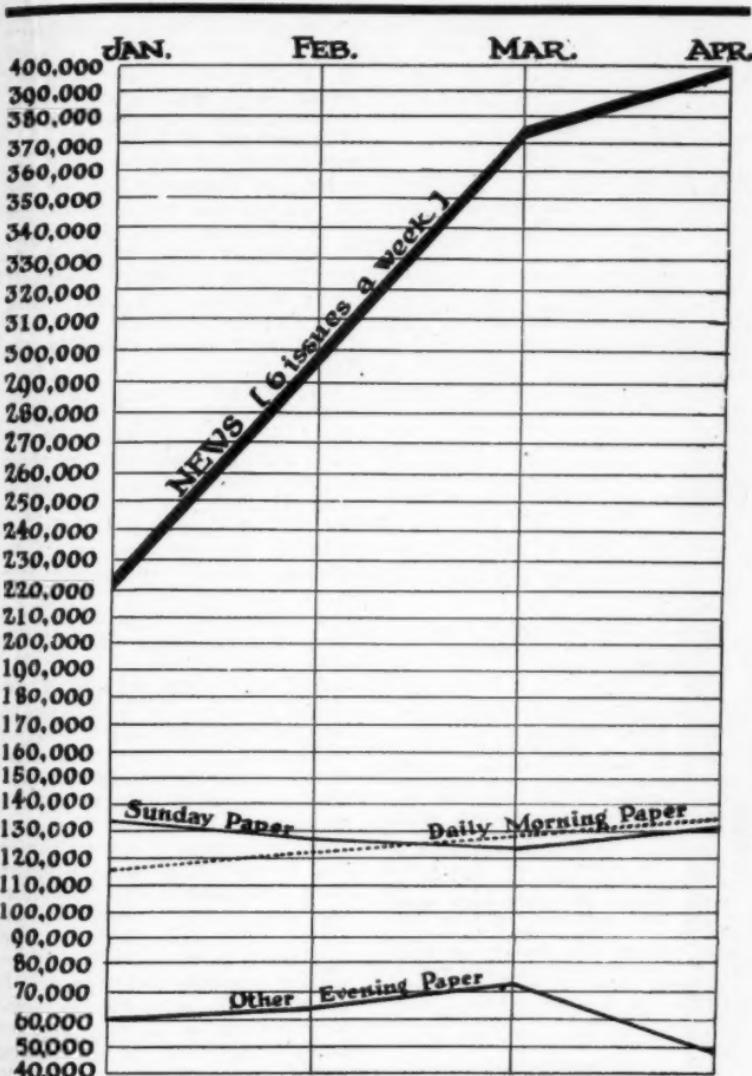
The United States Cast Iron Pipe and Foundry Company, Burlington, N. J., is about to start an advertising campaign in its new deLavau centrifugal pipe. Full pages in technical publications reaching the oil, gas, water, chemical and railway industries will be used. Foote & Morgan, Inc., New York advertising agency, is directing this campaign.

#### T. E. Spence with Coldak Corporation

Thomas E. Spence has joined the Coldak Corporation, New York, as general sales manager. He was formerly vice-president and general sales manager of the Electrolux Company, New York. Prior to that time he had been with the Remington Typewriter Company.

#### Campaign Started for Blue Diamond Building Material

The Blue Diamond Company, Los Angeles, Calif., manufacturer of plaster and building materials, has started a newspaper and business-paper campaign on better plastering. Direct mail is also being used. This campaign is being directed by The Mayers Company, Inc., Los Angeles advertising agency.



1926 National Advertising Linage  
in Indianapolis

# The Indianapolis News

FRANK T. CARROLL, *Advertising Director*

New York  
DAN A. CARROLL  
110 East 42nd St.

Chicago  
J. E. LUTZ  
The Tower Building

## Limitations of the Slogan List

HENRY C. THOMSON  
PATENT ATTORNEY  
BOSTON

*Editor of PRINTERS' INK:*

I am a subscriber to and a consistent reader of articles which appear in PRINTERS' INK relating to the subject of trade-marks, unfair competition and the like. I notice an article in the issue of May 6 entitled "How a Slogan Differs from a Trade-Mark." The second sentence of the first paragraph reads as follows:

"The slogan list may be consulted by all persons and firms who wish to make sure that their chosen slogan does not infringe upon any other recorded in this office."

From this statement I take it that you intend to convey the impression that if any person subsequently uses a recorded slogan such act would constitute infringement *under the law*. If such is not your intention then this phraseology is unfortunate, inasmuch as it may lead the reader to abstain from using slogans which he has a lawful right to adopt. Certainly you do not contend that the registrants have an exclusive right to such slogans as the following:

"Alkaline Antiseptic."  
"Always Easy to Clean."  
"America's Finest Confection."  
"Antiseptic Liniment."  
"Best by Test."  
"Choice of Noted Music Critics."  
"Fashioned by Master Craftsmen."  
"Flat Folded Stationery."  
"Footwear of Distinction."

If it is not your intention that the reader upon observing these and other similar slogans should conclude that they are the exclusive property of the user, then it would seem to me to be necessary to disclaim any such intention, for otherwise the day is not far distant when approximately all desirable slogans will have been appropriated and registered in your files. This is a condition which has almost been reached with respect of trademarks in some industries. For example not long since I made twenty-six searches for a client before I found a mark, which had not been registered in the U. S. Pat. Off., for a face lotion.

I make this point, because I know—as a member of the Boston Advertising Club—that your opinions are regarded by members of the advertising profession as being authoritative.

HENRY C. THOMSON.

WHEN lawyers take exception to the use of certain words, it is time for cautious laymen to seek cover. Consequently, we are not disposed to enter an exception to Mr. Thomson's definition of "infringe."

However, we do want Mr. Thomson and all our other readers to know that our Clearing House

of Advertised Slogans is not intended to afford positive legal protection to those slogans recorded in it. We have pointed this out at least two dozen times in these columns. The fact that a slogan is registered with us does not mean that the registrant is entitled to exclusive use of the phrase. It does not mean that he is the first one to use that phrase. It does not mean anything except that the advertiser is actually using the slogan in his advertising and that he has taken this additional method of recording the fact.

We do not know whether the manufacturers using the phrases listed in Mr. Thomson's letter have the exclusive rights to these phrases. But that is beside the point. The principal fact is that, regardless of whether it is *legally* permissible to use any of these phrases, there is no doubt that most advertisers would *prefer* not to use them if they knew that they were already being featured by some other advertiser.

And that is the purpose of our slogan registry. It is designed to help prevent *unwitting* duplication of slogans and it has been measurably successful along this line. Several scores of advertisers have written us stating that they contemplated using a certain phrase and, as a result of our records, we have been able to tell them that the slogan was already in use. Over 3,200 slogans have been registered in the Clearing House without charge and the list is growing daily. It is the most complete record of its kind that we know of and until the Government sees fit to afford slogans the same measure of protection now afforded trade-marks, it is our intention to continue to register these advertised phrases.

Whether an advertiser who uses a slogan which is registered in our Clearing House by another company is infringing on the rights of the registrant is not something for us to decide. The records are there. Their status under the law is something for lawyers to discuss and for the courts to decide.—[Ed. PRINTERS' INK.]

**LA PRESSE MONDAINE**

# LES GRANDS « MAGAZINE »

## français et étrangers

Une place est à prendre en France, sans grand effort, la « Renaissance » semble toute désignée pour se l'adjuger, si elle veut.

Quand on compare les grands magazines anglo-saxons tels que le Sketch, The Tatler, &c., avec les journaux similaires français, et surtout avec cet admirable Harper's Bazar de New York, on est étonné et quelque peu humilié — de l'inériorité des nôtres. Ne peut-on donc pas, en France, obtenir ces clichés nets de noir et de blanc si tirés que nous réduissons au flou, et à ces illustrations qui donnent l'impression d'une photographie mal prise et pas au point?

Nous citions, lundi à l'heure, le Harper's Bazar, c'est, croisons-nous, la perfection dans le genre, et aucun journal occupant de mode et de mondanités ne peut faire mieux, ni présenter avec plus de goût et plus d'attractivité les illustrations en noir et en couleur.

Cependant, si nous voulions, nous pourrions faire aussi bien. Et, là preuve. Nous avons, en effet, tant pour le tirage que pour le choix des illustrations de la Renaissance de l'Art et de la littérature. Supposons, le regretté Henri d'Art — de tous les —

Avec un goût noble, qui étonne — d'une femme si jeune — continue la puissance de l'Art français. Elle connaît, d'une collaboration la publication de la et littéraire. Mais de luxe que nous aujourd'hui. Entendons comme Mme — comme la Renaissance, — le premier de tous nos magazines — et suffirait de cesser de le spécialiser — aussi étroitement dans les choses d'art et d'en faire un organe qui ne soit pas seulement recherché par les amateurs de tableaux, de statues, de beaux meubles, d'objets d'art ou de curiosités. Si une partie de la publication était réservée aux élégances, aux modes nouvelles — celles que doit lancer demain, le couturier, le modiste — et aux illustrations —

réceptions, réunions à la terrasse du Paix aux goûts, la Renaissance connaît certainement une réussite comme depuis longtemps aucune publication n'en connaît chez nous. Cela comblerait une lacune du même coup ferait grand honneur à la presse parisienne.

Une place est à prendre. Mme Léon

## Translation:

## Big Magazines French and Foreign.

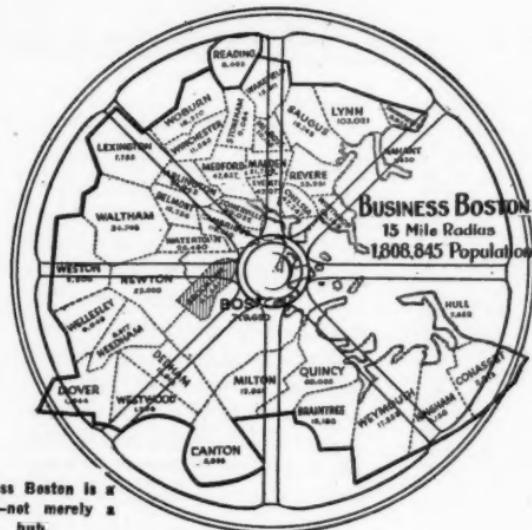
When one compares the great English magazines such as the Sketch, the Tatler, Eve, with similar French journals, and above all with the admirable Harper's Bazar of New York, one is astonished—and a bit humiliated—at the inferiority of ours. Can one not in France obtain those clear cuts, with blacks and whites so distinct, and are we reduced to lights and grays, in a word to photographs which give the impression of being badly taken and not well focused?

A while ago we mentioned Harper's Bazar—We believe it is perfection in type and no journal dealing in fashions and society could do better nor present with more grace nor more attraction, illustrations in black and in color.

Reprinted without comment by  
**Harper's Bazar**

May 20, 1926

# BOSTON *is* *as most people*



Business Boston is a  
wheel—not merely a  
hub.



Brookline, practically a part of Boston! Nearly surrounded by Boston! Look at the map. Brookline is an attractive suburb of 42,681 people or more than 9,000 families. The large majority are well-to-do, and more than 90% of them read the Herald-Traveler.



**Advertising Representative  
George A. McDevitt Co.  
250 Park Avenue,  
New York City**

# *three times as big think it is*

To think of Boston as the size shown on the official map is a mistake. In reality, it is three times as big. Brookline is Boston, as are the other 39 towns and municipalities which closely surround Boston.

There are more people per square mile in Business Boston than in any other city in the United States, New York excepted. Nearly two million of them live within a half hour ride—within a radius of fifteen miles. Another million live within an hour's ride of the center of the city.

### *A strange situation*

But Business Boston is divided into two great population groups. These groups differ so sharply in sentiment, tradition and origin that no single newspaper can appeal successfully to both groups.

To sell to both of these population divisions, at least two newspapers must be used—the Herald-Traveler and one of the other three leading papers. For three of the four major newspapers in Boston appeal to one group, while the other group is covered by the Herald-Traveler only.

Let us tell you more about the unique situation. Send today for our booklet, "Business Boston."

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# BOSTON HERALD-TRAVELER

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914 Peoples Gas  
Building,  
Chicago, Ill.



For five years the  
Herald-Traveler has been  
first in National Advertis-  
ing, including all Finan-  
cial Advertising, among

Often imitated  
... never  
equaled-

No newspaper feature has reached so marked a degree of actual helpfulness to the American housewife as the Herald Tribune Institute. The experience gained by its trained experts is published in two full pages every Sunday. It places in the hands of the real home makers a most practical and comprehensive course in domestic science.

The  
Herald Tribune  
INSTITUTE

# Circulation Evils and What They Really Mean

Are of Practice Rather Than of Method, Declares This Farm Paper Publisher

By Marco Morrow

Assistant Publisher, Capper Publications

**FARM PAPER** circulation is of two classes: Good circulation and poor circulation.

Good circulation is produced by good circulation methods. Poor circulation is produced by bad circulation methods. Any farm paper publisher and every farm paper representative can differentiate these methods. In the main the distinction is this: Good circulation methods, simon-pure, lily-white, are the methods which are employed on my paper. Bad circulation methods are the methods employed by my competitors.

It is largely because of these invidious comparisons instituted by the farm papers themselves that space buyers have come to scrutinize farm paper circulation with more scrupulous care, if not suspicion, than they bestow upon any other class of publications; and in the end find only confusion worse confounded, and this is largely the fault of publishers.

There is hardly a farm paper so poorly conducted that it hasn't some regular, stand-by, through-thick-and-thin old subscribers who have taken the paper "always"; who watch the label and automatically renew, or who pay "when they get around to it." They make up the "back-bone" of the paper's constituency. If advertisers could accomplish their purpose with a 20 per cent coverage—which they can't—the publisher's problem would be greatly simplified. But both publisher and advertiser want greater circulation; neither can afford to wait for the world to make a beaten track to their mouse-trap.

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Portion of an address delivered before a farm paper circulation clinic held by the Association of National Advertisers in Chicago on May 11.

So, the enterprising publisher carries his message to Garcia. He believes in salesmanship and he employs it in his business. He advertises. He secures business by direct mail and he employs salesmen. In other words, he does what every other business man does. He seeks to promote his own business, to increase his volume. The methods he employs are the methods used by other businesses. He adapts these methods to his particular problem and he exercises all the ingenuity, all the skill, that he can command to make these methods effective. That's good sense and good business. If there are evils in circulation methods (and there are—I don't know of any business wholly free from abuses)—(they are evils of practice rather than of method. Any method may be abused. ||\*|

The farm paper circulation manager's job is to build legitimate circulation which will give advertisers adequate coverage in his paper's territory; and to build it with the least possible expense. This second requirement, to which I shall revert later, is of vital importance to the advertiser. Pressure demanding more circulation comes to him from two sources. The advertising manager, after a few bouts with space buyers, learns that he is greatly handicapped if his paper does not "lead in circulation." He, therefore, prompted by you gentlemen, demands more and more circulation. The publisher, likewise, insists upon greater volume. He believes that his paper has a real and vital mission to perform. He is deeply in earnest. His editors believe that they have a sound gospel for the farmers of America; and like all evangelists they burn

with zeal to go out into the highways and byways and gather them in.

And they are not alone in their zeal. The great railway systems maintain agricultural departments; they run "demonstration trains" through the agricultural States carrying the gospel of better dairying, silos, poultry raising and the like. Bankers and Chambers of Commerce conduct farm improvement campaigns. The State agricultural colleges do "extension work," sending lecturers and demonstrators into rural school districts—all to the end that standards of living in rural America may be raised. Incidentally, but inevitably that means more customers and better customers for American business.

The agricultural press is so essential to this work that were it not self-supporting, it would be necessary to subsidize it or to support it by private subscriptions. The farmer and his family need the farm paper; it is doing its work well. But the farmer who does not realize his need is the man who most greatly needs it.

And this, we submit, is one justification of what is so often called forcing circulation. It isn't the studious boy mooning around the library who needs compulsory education. It isn't your ambitious, industrious young clerk to whom you send a business magazine. No, you send the pep literature to the young fellow in your organization who is not progressing. And the farm editor is most desirous of reaching the man who most needs him. So he urges gathering them by droves—something in the paper will stick to someone in the family. The wife, the son, the daughter—the members of the family who do the buying—probably do not know whether dad paid anything for the paper or not.

Prevalent methods of circulation are what you are pleased to call "cleaner" than methods prevailing ten years ago. At least advertisers know more about methods—whether they know more about values or not—than they knew before the organization of the Audit

Bureau of Circulations. The Bureau has rendered and is rendering great service to both advertisers and publishers, in verifying quantity of circulations and in analyzing circulation methods. It has not gone as far in analysis as it will in the future. Advertisers have a right to know everything about methods.

There is a superstition—I can't imagine how it ever originated—that a publication is like fortunetelling: the palm must first be crossed by silver or it is ineffective. Why this superstition should apply to publications and to no other mediums of advertising, I don't know. By this same token all direct-mail advertising is dead waste; you gentlemen are silly to spend money for house organs and in circularization. Outdoor advertising is valueless. Theatre programs would be more effective if the theatre-goer paid five cents for his program. All of which is manifestly absurd. The farm paper goes into a farm home in which there are two, three, five readers. The paper has an appeal for all of them. They may or may not know whether dad, mother or son ordered the paper or how much was paid for it. The paper's value to the advertiser depends, not upon the recollection of how the paper happens to come, but upon how closely the current issue is read. "Quality remains after price is forgotten." If half the circulation methods was put into a study of the character, standing and content of the publication, you gentlemen would get more for the money you spend in the farm press.

You gentlemen have a deeper interest in circulation and circulation methods than you perhaps realize. You may think that your interest lies in ascertaining whether the circulation is what you call "good" circulation or "bad" circulation; but your concern goes further than that. I am telling you no secret, when I tell you that advertising must bear 99 per cent of the cost of publication in every field. Here is a weekly magazine that weighs two pounds. The

# Who Are The Best People?



WHO are the *best* people? To one socially ambitious, the best people may be found in the blue book; to one financially ambitious, a list of members of the New York Stock Exchange represents the best people.

But to the advertiser who has something to sell to the masses, the *best* people are those among the masses who read and respond to advertising.

More than 2,000,000 of the *best* people for the advertiser's purpose read TRUE STORY each month.

We know they are the *best* people because if it wasn't for this great army of more than 2,000,000 consumers, the commercial success of many of our largest manufacturing concerns would be considerably diminished.

These people care little about polo, but a great deal about home-making — perhaps they never owned a box at the opera, but they buy many packages of breakfast food, many cakes of soap and many tins of soup.

And it cannot be denied that TRUE STORY is their favorite magazine. They pay more for the privilege of reading a single edition of TRUE STORY than they pay for the privilege of reading a single edition of any other magazine. They give TRUE STORY the largest news-stand sale in the world.

# True Story

*"The Necessary Two Million+"*

**"GREATEST COVERAGE—LOWEST COST"**

white paper in it costs 11 or 12 cents at the mill. It sells for 5 cents. Advertising pays for it. You pay for the paper and postage; you pay the editor, the writers, the illustrators, the engravers, the type-setters, the pressmen, the mailers. And you also pay the cost of getting the subscriber's name on the subscription list. Don't forget that. It costs money to build circulation and in the end advertisers pay for it. So you are not only concerned in quality of circulation, but you are also concerned in how much it costs to produce circulation.

The agricultural publisher is here to serve first his readers and secondly his advertisers. The value of his publication to the advertiser depends upon the service he renders and not upon how he renders it. If he is a man of honor and ordinary business sense, it would seem that he might be trusted to realize the folly of circulation that will not bring results to his advertisers. He might be trusted to utilize the knowledge that he has gained by his own experience in the business in which he specializes. If this cannot be, if the advertiser knows more about it than the publisher, the advertiser can have whatever he wants and is willing to pay for. If he wants any pet idea gratified he can have it, if he will pay for it. But he should remember that every restriction thrown around circulation methods by whim or prejudice, increases the cost of building quality circulation—and the advertiser pays for it either in a restricted market or in increased advertising costs.

### S. C. Speer Advanced by Milwaukee "Sentinel"

Stanley C. Speer, national advertising manager of the Milwaukee *Sentinel*, has been made advertising director of that paper and of *The Sunday Sentinel-Milwaukee Telegram*.

### Oliver M. Fisher Dead

Oliver Mason Fisher, president of M. A. Packard & Company, Boston shoe manufacturers, died at Newton, Mass., last week at the age of seventy-one. He became a member of the Packard company in 1889.

### Three Export Credit Questions to Ask

"Is Credit Needed in Export Trade?" was the subject of an address by E. B. Filsinger, export manager, Lawrence & Company, New York, at the Thirteenth National Foreign Trade Convention, which was held at Charleston, S. C., from April 28 to 30.

"There are three questions that may be asked regarding the extension of credit to foreign countries," he said. "They are as follows: 1—Is credit really needed? 2—Can it be successfully granted? 3—How great is the risk?

"The answers may be given as simply as the questions are asked: 1—Yes. Credit is an absolute essential in foreign trade. It is only in rare instances that a large volume of business can be done on a cash basis. 2—Yes. Credit can be successfully granted. It is being extended today by many leading American firms. They have been granting credits over a long period of years. 3—with ordinary precaution the risk is negligible. Generally speaking, foreign credits are 99 1/2 per cent to 99 3/4 per cent safe. In other words, experience has proved that credit losses in export trade average from 1/4 to 1/2 of 1 per cent. It is only rarely that they are as large as 1 per cent."

The 1927 National Foreign Trade Convention will be held at Detroit in June.

### J. A. Leighton Appointed by "Success"

J. A. Leighton has been appointed Western manager of *Success*, with headquarters at Chicago. He was recently in the Chicago office of the national department of the Street Railways Advertising Company. Prior to that time he had been with the Richard A. Foley Advertising Agency, Philadelphia.

### Cincinnati Agencies' Council Elects Officers

Harry L. Adams, of The Prather-Allen Advertising Company, Inc., has been elected president of the Advertising Agencies' Council of Cincinnati. Jesse M. Joseph, of the Joseph Advertising Agency, was made vice-president and R. P. Marsh, of The Blackman Company, Inc., secretary-treasurer.

### Miss Margaret Stevens Joins Erwin, Wasey

Miss Margaret Stevens, formerly with Henri, Hurst & McDonald, Chicago advertising agency, has joined the copy department of Erwin, Wasey & Company, advertising agency of that city.

### Baltimore "Sun" Appoints Representative

The Baltimore, Md., *Sun* has appointed C. George Krogness, publisher's representative, as advertising representative for the Pacific Coast.

# The "Heart of America"

CHICAGO and its 40-mile radius, containing more than 3,000,000 people, may well be termed the heart of America.

Here are people industrious and prosperous. Here is a market always staple because it is not dependent upon a good wheat crop or corn crop. Its own varied industries provide steady employment.

In this heart of America is a market big enough to warrant the best efforts of any manufacturer. There's business aplenty here and it can be secured at minimum expense because of concentrated population.

The Chicago Evening American reaches more homes in Chicago and 40-mile radius than does any other daily paper—morning or evening. More than 90% of the Evening American's great reader audience is concentrated within the heart of America's market.

Strike this great market hard! Let the Evening American build volume quick in this rich, responsive territory.

## CHICAGO AMERICAN

A good newspaper

Daily average net-paid circulation for April, 1926

561,569

a lead of 157,565 over the second evening paper at a  
50% higher price

# Magazine A

*Are You Getting  
Very Important*

Population  
Cook County

## Circulation of National Magazines In GREATER CHICAGO (Cook County)

(From Publishers' Circulation Reports)

Saturday Evening Post	- - -	93,631
Ladies' Home Journal	- - -	64,115
Liberty	- - - - -	103,387
Woman's Home Companion	- -	66,939
Pictorial Review	- - -	75,568
McCall's	- - - - -	61,237

American Home Journal

*Weekly Magazine of the  
Chicago Evening American*

458,321

DOMINATE the Attention of 2,000,000

in the

~~~

*American*

*Weekly Magazine of the*

H. A. KOEHLER, *Western Rep.*, 927 Hearst Bldg., Chicago

# Advertisers

*Coverage in the  
Chicago Market?*

**3,053,017**

THE AMERICAN HOME JOURNAL, Weekly Magazine of the Chicago Evening American, is read by more people in Greater Chicago than all these magazines combined. It is obvious that these magazines have an insignificant coverage in Chicago, and therefore cannot secure for the national advertiser consumer acceptance in this very important market. Real results can only be obtained here by utilizing a big circulation concentrated in Cook County.

CHICAGOANS with a 4-COLOR PAGE SMASH

# *Home Journal*

Chicago Evening American

EWMAN, Mgr.

R. E. BOONE, Eastern Rep., 9 E. 40th St., New York City

**don't underestimate  
the importance  
of the Greater Detroit  
market by  
trying to cover it  
with less  
than its two  
evening newspapers  
and two of its  
three Sundays—  
the contribution of  
the Detroit  
Times to this  
coverage is more than  
275,000 evenings  
and 330,000 Sundays**

# How Much Can You Afford to Invest in New Territories?

Waitt & Bond's Method of Dealing with This Problem

By Roy Dickinson

WAITT & BOND, makers of Blackstone and Totem cigars, have always been pioneers. Starting with an initial advertising appropriation of less than \$10, the company has advertised consistently for more than fifty-six years, basing each appropriation upon a definite ratio of anticipated yearly sales. This year, the company will spend approximately \$350,000.

During all these years, the company has considered carefully an advertising question of interest and importance to every local manufacturer who branches out from small beginnings, one territory at a time. The company has arrived at a partial solution of this problem but is not entirely satisfied that the solution is sufficiently exact. The question is: How long can a predetermined advertising ratio be disregarded when new territory is being opened up?

Such a question was present right from the company's humble beginning. It was in 1868 that Henry Waitt of Revere, Mass., began to make cigars in his own home for a few friends. He had always been a good judge of tobacco and had a discriminating taste in cigars. He soon built a good trade without any capital. His first advertisement was an \$8 announcement in the town in which he was well known. Business grew rapidly. In 1870, Mr. Waitt and his family managed to make and sell 50,000 cigars from his own home.

Soon after, Charles H. Bond of Clifftondale joined the little business as a salesman. Immediately, the problem presented itself. How much was new territory worth? The small initial appropriation was spent in territory in which the product was known. Mr. Bond, in the early days, would tuck a box of cigars under his arm, put a bunch of crackers in his pocket,

and go from town to town selling the first Blackstones offered the general public. He couldn't go far away or stay too long for the little business couldn't stand a big investment in new territory.



## Smoker's arithmetic

(Sharpen your pencil)

He had done a queer and gay career,  
But he only started one. The other broke in his pocket. Question: How much did his cigar  
cost?

Unless you really like to break cigars, why  
not change to Blackstone in your pocket?  
They are well packed and good for the trade.  
They cost half price and regular pocket change!

Your choice, gentlemen, of two Blackstone  
sizes, 10¢ and 25¢. The 10¢ is a good cigar  
to prefer in an unbroken foil. Each size is  
the same price, and the 25¢ is a good  
smoking cigar. The more expensive, well,  
well! However, like, and silly, Americans say,  
you can't stop a dog from barking, so we  
give you one to play for fun—just you see!

For 33 years a good cigar—last smoke as long  
as today!

WAITT & BOND  
**Blackstone**  
CIGAR... Why not?

NEWSPAPER COPY WITH A HUMOROUS  
SLANT IS USED

Sales grew faster where the men and the product were known. The business grew so quickly on the local reputation of its product that it outgrew the accommodation of Mr. Waitt's house and was conducted at 53 Blackstone Street in the market district of Boston. It continued to grow into a larger factory on Endicott Street in Boston, and thus we come by quick stages to the year 1912, with the old problem still present. By this time, the cigar had outgrown its local distribution and was well known in the New England States and part of New York State. The original appropriation of a few dollars had grown to the respect-

able sum of \$12,500. That year, the appropriation was determined on a definite plan since adhered to. The actual sales over the past five years were added together. One-fifth of that amount was taken as a fair average and made the basis of estimated sales for the year just ahead. Then, a conservative estimate was made of probable gain in sales.

A small percentage of this estimated sales volume became the year's advertising appropriation. This modest ratio of sales set aside to advertise the brand year after year was based upon conditions in territory where the brand was thoroughly known.

New territory, at first, was added geographically. Men in the next town heard of Blackstones. Advertising was pushed forward like the scouts of the army entering new territory, in waves over the old with new lines consolidated as they were passed.

But then something happened in the company's distribution which often happens to local products which are boosted by their home town users. Instead of going ahead only like an army, taking in new territory gradually, former New Englanders who had moved away started little spots of concentrated demand in unexpected places. In certain towns in Montana where Boston capital and engineers were developing copper mines, Blackstones began to get local distribution as transplanted New Englanders demanded the product they knew. The same thing happened in portions of the South where New Englanders had begun to spend winter vacations and also in the upper peninsula of Michigan where new mines were being developed by former Boston men. Here were new spots of territory, often centres of rich districts, which seemed to offer wide possibilities and suggested an advertising campaign to strengthen and solidify the small spontaneous demand.

By this time, several things happened to the company which increased its pioneering spirit. After making a large investment in

new machinery and a big modern factory in Boston, the company, in 1919, ran up against an impossible labor situation in Boston in which a radical group of cigar makers attempted to restrict the company's sales volume. The company soon after this moved to Newark, N. J., and with its modern machines began to expand its sales volumes by entering selected new territory where a nucleus of earnest boosters had already started.

The company also had established a firm policy in new territory of operating only through exclusive jobbers who handled no competing brand. In the old territories, such as New England and New York, sales were on the open-territory basis.

The company's procedure, therefore, has been one of selective distribution, new territories being opened on three general principles:

1. Buying power and habits.
2. Old friends in new places.
3. A good jobber who was ready.

This system of selective distribution by favorable districts instead of slavishly following geographical divisions worked as follows: The jobber the company wanted in the selected district indicated he was ready to act. Two factory salesmen and a field sales manager went out to work with the jobber's salesmen after the jobber had showed his ability to secure "case placements" in the stores of a large proportion of his retail customers. The jobber's salesmen used portfolios to show the coming local advertising in securing this distribution.

With the coming of the factory representatives, the big space advertising started and the drive to add new territorial sales outlets was under way.

The problem of ignoring the tried advertising ratio and how long it could be disregarded is always present in this territorial method of distribution. As Marcus Conlan, of the company, states it: "Our normal ratio of advertising investment is based upon conditions in territory where our product is known. In new territory,

# Breaking New Ground!

THE AVERAGE FINANCIAL ADVERTISER is practically alone, among the commercial forces intrusted with the distribution of commodities, in his disinclination to break new ground.

The Liberty Loans taught many millions of average American families the meaning of the words "bond" and "interest." Some of them have since learned the meaning of the word "dividends" as the next step in their financial education.

Nearly 300,000 of these families are served by THE WORLD. In the aggregate they represent the greatest untilled field of potential investors in America.

**The**  **World**

*The Three-Cent Quality Medium of  
America's Greatest Retail Market*

PULITZER BUILDING, NEW YORK

TRIBUNE TOWER, CHICAGO



where ignorance of the merits of our product on the part of the purchaser offers sales resistance, this ratio cannot apply at the beginning. The always present problem facing the manufacturer who operates on a fixed ratio of advertising expense is to determine how long he is justified in advertising in new territory before increased sales there bring his advertising costs down to the tried and tested normal ratio. We don't know the answer but we are learning all the time.

"Here is how we are trying to find out. We advertise aggressively in our new selected territories. The amount spent at the start has no connection with our regular ratio. We keep advertising in the new territory for a period of five years, still with no attempt to have it fit our ratio in old territories. But all during this time we are watching for a trend toward reducing the initial ratio toward the old. The ratio in the old territories is never reduced. Once in, we never let go, but keep plugging on our regular ratio. We take a five-year look ahead before we leap into a new territory and believe our advertising plans should be gauged that far in advance. But the second year should show somewhat of a trend toward our normal ratio, the third year a little more than the second and at the end of five years our advertising expense in that territory should be approximately the same ratio to sales there as in other old territory. If at the end of five years the ratio didn't reduce or actually increased, we should then consider carefully whether we were not in an impossibly unresponsive market for our goods and withdraw. This hasn't happened yet and we try to avoid it by careful consideration in advance."

Mr. Conlan then went on to point out that decided buying preferences and habits induced his company to avoid certain territories in advance because of definite information. Consideration of his company's experience makes one believe that too much attention is sometimes paid to geography in

selling, not enough to a study of buying habits and other contributory factors. The question brought up by the Waitt & Bond method has a far-reaching application.

In another industry where a recent questionnaire showed an average advertising expenditure of 3.52 per cent of estimated sales volume, a representative manufacturer tells me he lays out his advertising for three years in advance in entering new territory, and that usually before that period increased sales in the new territory have reduced his ratio to the required figure.

If the Waitt and Bond percentage of estimated sales is 4.50 per cent (it is not, but that is approximate) should the new territory produce sales at that ratio in four and a half years, or is any attempt to arrive at a somewhat exact rule ridiculous?

When sales in California were far below normal as compared with the rest of the country for Campbell's soup, the company appropriated \$150,000 for local advertising in addition to its national advertising appropriation. This money was to be spent at the rate of \$30,000 a year for five years in order to bring sales up to the normal point. At the end of two years instead of five, sales had reached the required level.

The new market is always interesting to a manufacturer who is branching out. How much money he should appropriate, how long he can afford to ignore his old territory advertising ratio, and the possibility of arriving at a definite time limit or a master curve on a tryout chart which will save money by indicating a trend and a probable curve in a shorter period of time than the five years which manufacturers now use—these and other interesting questions are brought up by the question which so consistent an advertiser as Waitt & Bond is now trying to solve.

### S. B. Goodfellow Joins Chicago "American"

Stuart B. Goodfellow has joined the advertising department of the *Chicago Evening American*. He was formerly in the advertising department of the *United Typothete of America*.

## Reaching the pick of the Department Stores

At  
**R. H. Macy & Co.**  
 in New York

At the recent Home Electric Exhibit at Macy's, the products of these manufacturers were on display:

Servel Corporation—Electric Refrigerators  
 Swartzbaugh Mfg. Co.—Fireless Cookers  
 Eastern Laboratories, Inc.—Violet Ray Outfits  
 Manning, Bowman & Co.—Percolators, Toasters, Grills  
 Fitzgerald Mfg. Co.—Curling Irons, Vibrators, Waffle Irons  
 Electric Household Utilities Corp.—Washers and Ironers  
 Coldwell Lawn Mower Co.—Electric Lawn Mowers

—*they advertise in Electrical Merchandising*

At R. H. Macy's there is a complete file maintained of Electrical Merchandising.

Electrical Merchandising reaches and is read by the pivot men in worth-while department stores the country over. Their buying habits are definitely influenced by the advertising that appears in Electrical Merchandising. Manufacturers are registering favorably with dominant department stores with the help of Electrical Merchandising.

A resultful medium for your sales messages.

*The first of a series of announcements showing the channels in which Electrical Merchandising has influential circulation*

## Electrical Merchandising

*A McGraw-Hill Publication*

10th Ave. at 36th Street

New York

Member A. B. C.

Member A. B. P.



## Five Years Advertising Growth

1921-1925

THE record of advertising growth on the opposite page includes only that advertising which has been carried in all three of the magazines which comprise the

CONDÉ NAST GROUP

This unusual increase has come from a constantly growing recognition of the buying influence exerted by the 340,000 exceptional subscribers to

VOGUE  
VANITY FAIR  
HOUSE & GARDEN

**THE CONDÉ NAST GROUP**

*All Members of the Audit Bureau of Circulations*

## Condé Nast GROUP Advertising 1921--1925

27 Accounts

Increase in Accounts

93 Accounts

Gain—244%

\$303,393

Increase in Revenue

\$1,286,810

Gain—324%

255 Pages

Increase in Pages

1,158 Pages

Gain—355%

*And still growing!*

*More*  
than  $\frac{1}{4}$  the  
1,440,541 autos  
in *California* are in  
*Los Angeles County!*

**580,000 - Cars**  
**500,000 - Families**

**A** BULL'S-EYE market in which your greatest morning and Sunday "howitzer" is The Los Angeles Examiner's huge readership of more than 170,000 families daily, more than 390,000 Sunday, and its helpful Merchandising Service Department aiding in distribution and market strategy.

**Los Angeles Examiner**

T. C. HOFFMEYER  
571 Monadnock Bldg.  
San Francisco, Calif.

W. W. CHEW  
285 Madison Ave.  
New York City

WM. H. WILSON  
915 Hearst Bldg.  
Chicago, Ill.

LOS ANGELES  
COUNTY



# We Get Industrial Inquiries When and Where We Want Them

And They Are Not from Curiosity Seekers Either

By B. H. Miller

Advertising Manager, The Permutit Company

HALF a dozen of us were discussing the high cost of selling, at the advertising club after dinner.

"We could lower our selling prices and practically double our sales," remarked a machinery manufacturer, "if our high-price salesmen didn't have to spend so much time on missionary work."

"Why don't you hire a lot of young salesmen," someone asked, "and make them do the missionary work?" "Why don't you advertise more extensively and supply your men with inquiries?" added another.

"I have tried the young salesmen idea," said the manufacturer, "but they didn't cut down our overhead, they added to it, and though our sales did increase somewhat it did not solve our problem. As for advertising, we get inquiries by the dozens now, but half of them are from out of the way places where it takes the best part of a day for a salesman to call, and then he finds some fellow in a dinky, two-by-four business who just wanted a catalogue for reference purposes. No sir, inquiries won't help us a bit; what we need is some kind of sales promotion work that will increase the efficiency of our salesmen."

"But suppose you could get the kind of inquiries you want in the cities or districts where you are organized for selling, wouldn't that solve your problem?" persisted the second man.

"Of course it would," replied the manufacturer, "but what's the use of talking about it; that's impossible."

This attitude toward inquiries is the typical attitude of a great many manufacturers who advertise in the industrial field. Yet,

advertising can be made to produce inquiries, 90 per cent of which are from the exact type or class of people you want to reach, located in any geographical districts you select.

That is a pretty broad statement to make, but I do not hesitate to make it because we have been doing that very thing in our business for years, and I know other manufacturers who are doing it, too. The explanation lies principally in the proper use of direct mail.

To begin with, we are manufacturers of industrial equipment sold to boiler plants, textile mills, paper mills, hotels, hospitals, laundries, in fact, to almost any kind of business where power is used or manufacturing is done. The average selling price is over \$2,000, and sales are made by our own sales engineers working out of branch offices in the principal cities. Years ago, our men had to dig up all their own prospects, but today, we supply them regularly with between 500 and 600 selected inquiries every month, and their missionary work is practically limited to scouting done between trains or to maintaining contact with big prospects.

## A SPECIFIC INCIDENT

Take the canning field for example. About four or five years ago, our sales department decided they ought to make more sales to a certain type of food packer, and called upon me to supply them, if possible, with 100 inquiries during February and March, which is the selling period for that particular industry. They wanted these inquiries principally in Wisconsin and Michigan.

Now, we had been advertising to the canners generally for some time, so we knew from our ex-

perience just what angle in our advertising copy appealed to this particular type of canner. By that I mean, we knew their point of view, how they considered new business, and whether to approach them from the angle of overhead costs, better plant operation, or improvements in the quality of their products. This knowledge, of course, is absolutely fundamental and must form the foundation of every advertising campaign that goes after specific results.

With this information already at hand, we prepared a mailing list of all the food packers in Wisconsin and Michigan who did the kind of packing we were interested in, using a directory of the industry and the membership lists of several canners' associations. We also threw in a few names from New York and New Jersey where we had salesmen available, and the completed list totaled 777 plants. Such a list, of course, is not what might be called an A-number-one list, for it probably contains quite a few wrong addresses and some defunct firms. But without spending a great deal of money and a lot of time, we could do no better, and for our purposes anyway, it was good enough.

Next, we wrote advertising copy for a number of advertisements, and here is the real secret of the whole procedure. If the advertisements are written correctly, if they follow closely the interests, the thought paths of the prospective buyer, they will produce inquiries, and very definitely interested inquiries, too. Too many advertisers write their copy from their own point of view, or if they want inquiries, slap in something or other about a valuable booklet free of charge. They overlook the fact that manufacturing of any kind is just chock full of problems, difficult, costly problems that the manufacturer is worrying his head off to solve every day, and that he will simply jump at the chance to solve one of them, if the solution is pointed out to him in the right way.

We knew that the superinten-

dent of a canning factory is just about the most worried man on earth during his packing season, and as his preparations bring him closer and closer to it he is more and more receptive to suggestions for reducing his troubles. The vegetable canner, you see, has a very short season, not over sixty to ninety days, during which his year's business must be consummated, and if anything goes wrong he may lose most or all of his profits for the year.

So we took advantage of that state of mind and made it clear to the superintendent in our advertisements just where and how he would benefit by installing our equipment before his season opened. We printed these advertisements on colored coated stock in one color of ink, and enclosed them with letters that were designed to get the enclosures read. They were short letters with no sales or advertising talk in them. A stamped, return addressed post-card was also enclosed.

#### SIX LETTERS USED

As we did not know just how this campaign was going to turn out we prepared a series of six letters to make sure we got the 100 inquiries our sales department wanted. They were carefully processed, filled in with a good match on the typewriter, and otherwise prepared to look like high-grade direct-mail letters. Since we did not know the names of the superintendents, we addressed each envelope to the company, and sent them out under a two-cent stamp, one week apart, beginning the second week in February.

The first letter brought in twenty-one replies, the second twenty-five, the third seventeen, the fourth twenty-three and the fifth eighteen. We did not use the other one we had prepared as the sales department could only handle 100 inquiries and when the slow inquiries had all come in some weeks later, our final check up showed 132 good prospects.

Now these inquiries were the kind we wanted because the advertising that produced them was

strictly businesslike. What we wrote to these canners was deadly serious. It dealt with problems that confronted them constantly, and it followed in the paths of their thought. If a man was not interested in the canning business, that advertising copy would bore him and he would never read it, but a real canning superintendent would read it. In this way, idle inquirers, curiosity seekers, were eliminated, and practically all the men who returned our postcards were real prospects. At least, they had the plant conditions we wanted, though all of them, of course, did not have the money to spend.

One superintendent I remember was out of a job, but he wrote us anyway so as to have the information for his next position. And that meant a sale for us sometime in the future if we treated him right.

In addition, all of the inquiries came from Wisconsin and Michigan except the few from our small lists in New York and New Jersey, because the only firms we mailed our letters to were located in those States. So we actually did give the sales department the kind of inquiries they wanted in the exact places they wanted them from and at the time they needed them, which eliminated missionary work completely.

The result of this campaign was that one of our salesmen was sent around to the plants in an automobile, for all vegetable canning factories are located in the country and are otherwise inaccessible. He took the necessary engineering data for us to work from and opened up a lot of live prospects which eventually resulted in something more than \$34,000 of sales. The advertising campaign cost \$333.

You may think this is an exceptional case, and perhaps in a way it is, for these conditions are not duplicated in many fields of business, but although the details I have given above are not of the ordinary run, the fundamental methods employed are, and we apply the same principles time and

time again in dozens of fields and for many different products with equal success.

For example, the salesmen in one of our branch offices fell into a slump, just as all human beings are liable to do on occasion. The sales department called on me to help them out.

First, we made a survey of that particular sales territory and an analysis of its sales record to find out in what field of sales the slump was worst, and what field would be most responsive to any stimulus we gave it. It turned out that the slump was general, being a mental let-down, an all-around falling off in morale due to the loss of some orders to competition and similar discouragements. Our best chance to get quick sales was in the laundry field, as that industry was prosperous at the time, and furthermore, it takes less time and fewer calls to sell a laundry than in many other businesses.

#### MONTHLY MAILINGS TO LAUNDRIES

We circularize regularly every month in the laundry field so we had no mailing list to prepare in this case as the list was already on stencils and very much up-to-date. Also, we did not have to bother with advertising copy because our monthly advertising and circularizing over many years gave us an abundance of material to draw from. The most profitable approach, the proper channels of thought had long since been worked out. We knew what the laundryowner was interested in, and what kind of an advertisement would bring results.

So in this case we simply selected from our files three circular letters with their enclosures that showed high inquiry records, and mailed them to the list in the territory we wanted to reach. As we were sending a letter to these same laundry-owners once a month, we mailed these extra letters one week apart between two regular letters, so in this one territory the firms on our list received a letter from us every week for five consecutive weeks. The stamped return addressed postcards which

were enclosed were return addressed to the branch office instead of to our main office—but otherwise everything was the same as our regular mailings.

Our list in this instance amounted to some 300 names, and at the end of the four weeks we had received twenty-three inquiries at a cost of approximately \$2 each. Like the canning inquiries, these were practically all from serious-minded men who were intent on solving some problem in their business. The only one out of the lot who did not come under this head was a washroom man, who told our salesman when he called, that his boss had given him our letter and he had answered it because he was going to start in business for himself before long, and wanted to have the best information about equipment.

It may be interesting at this point to quote from the text of one of our direct mailings in order to illustrate how we endeavor to talk in the prospect's language. Here is a typical piece of copy:

**VEGETABLES HOLD QUALITY WHEN CANNED IN SOFT WATER**

It is generally known among canners that hard water has a toughening effect upon vegetables, which can be noticed immediately after they are packed. During blanching and brining, any lime in the water will be taken up by the vegetable, and its toughening effect is at once discernible. But that is not all.

This toughening effect of hard water is a progressive one so that vegetables that are of a certain grade when packed, will often be found to have toughened perceptibly during storage. Peas, for example, that were graded *Fancy* when placed in storage in the Fall have been found to grade only *Standard* to *Extra Standard* the following Spring, which meant considerable financial loss to the canner.

When softened water is used, the vegetables are not only much more tender, but they will remain tender, no matter how long they are stored. This fact is of real financial advantage to the canner who can hold stocks for a more favorable market without fear of loss due to deterioration during storage.

The Permutit Company manufactures all types of apparatus for removing hardness from water, and our trained engineers have saved many thousands of dollars for some of the leading canners in the country. We can save money for you too.

Send for our free booklet—"Increasing Canning Profits with Soft Water." Write today.

I could go on giving instance after instance to illustrate how we get as many inquiries as we want, from where and when we want them. However, the point I want to make clear and the one I believe worth while to any equipment manufacturer who reads this, is, that sincere, business-producing inquiries can be obtained for practically any product when and where they are wanted, and in quantities limited only by the size of the market. Study your prospects, find out what they think about and talk about, learn their problems from their own point of view, then write your advertising in the paths of their thought.

Once this groundwork has been done, the when and where of inquiries resolves itself into nothing more than mailing dates and mailing lists.

### **Hat Chain-Store Account for Sherman & Lebair**

The Sarnoff-Irving Hat Stores, Inc., New York, manufacturer and retailer of men's hats, has appointed Sherman & Lebair, Inc., advertising agency, also of New York, to direct its advertising account. A newspaper campaign has been started in various cities.

### **G. H. Ralls, President, Gabriel Snubber**

George H. Ralls, formerly sales manager and general manager of The Gabriel Snubber Mfg. Company, Cleveland, has been elected president. He succeeds Claude H. Foster, now chairman of the board of directors.

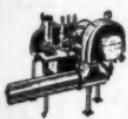
### **A. P. Darcel with Canadian Ingersoll-Rand Company**

A. P. Darcel, recently with the Garden City Press Publications, Garden City, Que., has joined the advertising staff of the Canadian Ingersoll-Rand Company, Ltd., Montreal.

### **Coca-Cola Profits Increase**

The Coca-Cola Company, Atlanta, Ga., reports net profit, after charges, of \$1,738,097 for the quarter ended March 31, 1926. This compares with \$1,577,433 for the corresponding period in 1925.

Miss Marion D. Johnson, formerly advertising manager of the Vogue Store, San Antonio, Tex., has joined the Thelma Gaines Agency, of that city.

MAYER GODCHAUX  
COMPANY, INC.OLIVER G. BURT  
Vice PresidentCLARENCE B. STRAKER  
Secretary and Treasurer

## MAYER GODCHAUX COMPANY, INC.

HEATING, PLUMBING, REFRIGERATION

718 POYDRAS STREET

MAIN 7260

NEW ORLEANS, U. S. A.



May 6, 1926.

The Times-Picayune,  
New Orleans, La.  
Gentlemen:

Now that the Mayer Godchaux Company, Inc. is functioning in good shape, I want to take this opportunity of assuring you of our appreciation for the assistance rendered us by your Merchandising Department.

I have heard a lot about Merchandising Departments maintained by newspapers, but the Merchandising Department of The Times-Picayune is one that co-operates in a real way.

The "ZEROZONE" Electrical Refrigerator account, which The Times-Picayune was instrumental in my taking on, has proven very satisfactory and we are obtaining exceptional results from the advertising appearing in your columns.

We also want to thank you for the work done by your Merchandising Department in connection with the "May" Oil Burner account we are representing in this territory.

A Merchandising Department such as operated by The Times-Picayune is certainly of real value to advertisers.

Yours very truly,

MAYER GODCHAUX, INC.,

MO:KJ

**Zerozone**  
Self-Contained Dry Ice Chemical Refrigerator

## It's All In The Day's Work

"A merchandising department such as operated by The Times-Picayune is of real value to advertisers" . . . . "we are obtaining exceptional results from the advertising appearing in your columns" . . . .

That is a short story, but a good one—for advertisers who are or should be adding New Orleans to that list.

Dominating the prosperous New Orleans market with an ever-increasing leadership in circulation, daily and Sunday, city and country, and an ever-increasing leadership in advertising as well, year in and year out, The Times-Picayune can and does make its co-operation profitable to advertisers.

# The New Orleans Times-Picayune

Representatives: Cone, Rothenburg and Noe, Inc. R. J. Bidwell Co.

May 20, 1926

More than 1,200,000  
Subscribe for The Cou

—and every last one of the  
of these families claims the

*The Country Gentleman*, the modern magazine for the modern farm family, is edited to appeal to every member of the family—

**FOR FATHER**—Articles on crops, livestock, and all the practical problems of farming. General articles of national and international interest. Stirring fiction by favorite authors. Technical notes by agricultural experts.

**FOR MOTHER**—Useable hints on all the daily questions of the farm housewife. Articles of world interest in the field of woman's activities. Fiction that makes the home happier and better. Poultry, Gardens, Small Fruits, Health and Beauty, Recipes, Patterns, Needlework, etc.

**FOR SON**—A wonderful training in the fundamentals of agriculture and good citizenship. Inspiring fiction, that instructs as well as interests. A special section, *The Outdoor Boy*, is devoted to every healthful outdoor sport and recreation.

**FOR DAUGHTER**—Fiction and articles that bring the whole world to her. A complete course in home-making and housekeeping. Helpful instruction in all the special farm interests of the farm girl—and a section for her very own.

—TO SAY NOTHING OF THE HIRED MAN AND THE NEIGHBORS WHO BORROW THE OLD COPIES.

000  
The Modern Farm Families  
Country Gentleman

of the five million members  
ms the magazine as his own

If you have anything you want to say, or anything you want to sell, to these 5,000,000 up-and-coming citizens of this great country, you can reach them best through the pages of

# The Country Gentleman

*The Modern Farm Paper  
more than 1,200,000 a month*

THE CURTIS PUBLISHING COMPANY  
INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA

Advertising Offices: Philadelphia, New York, Chicago,  
Boston, San Francisco, Detroit, Cleveland

# Cinch the Trade

*Advertisers Know How—Proof*

Advertisers, who are spending their money to back up their dealers in the smaller cities and towns, show decided preference for **THE FARMER'S WIFE**.

Below is a chart of advertising lineage for the first four months of 1926.

## FARMERS' WIFE

1st SMALL TOWN MAGAZINE

2nd SMALL TOWN MAGAZINE

3rd SMALL TOWN MAGAZINE

4th SMALL TOWN MAGAZINE

5th SMALL TOWN MAGAZINE

Advertisers and dealers know that **THE FARMER'S WIFE** is not a small town magazine.

They do know that it exclusively reaches farm women who dominate in this market.

That is the reason for this substantial proof of preference.

## THE FARMER'S WIFE

A Magazine for Farm Women

Webb Publishing Company, Publishers  
St. Paul, Minn.

Western Representatives  
Standard Farm Papers, Inc.,  
307 N. Michigan Ave.  
Chicago, Ill.

Members Audit Bureau of Circulation



Eastern Representatives  
Wallace C. Richardson, Inc.,  
250 Park Avenue  
New York City

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# Where to Get Credit Data Regarding Foreign Customers

Ten Sources Which Exporters Can Approach for Information That Will Aid in Cutting Down Export Credit Losses

By D. W. Fernhout

General Manager, International Manning Abrasive Co., Inc.

ACCORDING to the combined experience of members of the Foreign Credit Interchange Bureau of the National Association of Credit Men, with proper care, export credit accounts can be made 99½ per cent safe. In other words losses do not exceed, on an average, one-half per cent of sales values. This, of course, does not just happen; it is the result of painstaking gathering and coordination of data, judged with good hard common sense and a dash of courage.

The one thing needed to avoid pitfalls, is a complete picture of the credit risk.

How can we acquire this picture? Well, it is much like a fretwork puzzle, a piece here and a piece there, patiently fitted together. The pieces can be obtained from surprisingly many sources.

1. Personal contact, salesman or agent.
2. References from other firms dealing with the customer.
3. American and local banking institutions.
4. The Foreign Credit Interchange Bureau of the National Association of Credit Men.
5. American mercantile credit agencies.
6. Local credit agencies.
7. The Commercial Intelligence Division of the Bureau of Foreign and Domestic Commerce at Washington, D. C.
8. U. S. Consuls.
9. U. S. Commercial Attaches and Trade Commissioners.
10. Miscellaneous sources.

Let us briefly examine these:

## *1. Direct personal contact; Salesman or Agent.*

fortunate indeed is the credit man, who is able now and then to spend some time in foreign travel.

The next best source of infor-

Portion of an address delivered at the Thirteenth National Foreign Trade Convention, Charleston, S. C.

mation is our own salesman. The export salesman should be more than a clever seller of goods. He should be broad-gauged, broad-visioned and trained in observation and deduction. He should be able to comprehend and interpret current events, and local conditions in the countries visited, in terms of the enterprise in which we are engaged. He should have sufficient credit sense not to be content to leave it to the folks back home to worry about shipping, financing and collecting the orders booked by him. Each of his orders should be accompanied by a credit report such as the following: (This should be printed in English and the language used by our local representative or agent.)

No. ....  
**CONFIDENTIAL CREDIT INFORMATION**  
Name of firm.....  
Address.....  
Cable address.....  
Names of Partners:.....  
..... Nationality..... Age..... Married?.....  
Name of Manager.....  
..... Nationality..... Age..... Married?.....  
Do any of the above drink, gamble or speculate?.....  
Is the firm registered?..... Where?.....  
When?.....  
Nature of business done.....  
What is the capital invested in the business?.....  
Of what does the stock consist?.....  
Is it in good condition?.....  
What is the average value of stock carried?.....  
Is this on the basis of today's valuation and after allowances for depreciation?.....  
What are its annual sales? (Approximately).....  
Is the firm making money?.....  
What is the local reputation of the firm and management as regards: Ability, business methods and capacity?.....  
On what terms does this firm generally buy?.....  
What was its behavior toward its suppliers after the armistice, etc.?.....  
Does it indulge in sharp practice or make unjust claims?.....

Have any drafts drawn on this firm been protested? .....  
 Is the firm under extension now? .....  
 Are any drafts unpaid or accounts past due? .....  
 Are any of its debts secured by lien or otherwise? .....  
 Does the firm own any Real Estate—if so, what is the value thereof? .....  
 Are there any incumbrances, mortgages, etc.? .....  
 Title to the Real Estate is in the name of .....  
 Has this firm any other assets? .....  
 What is your idea of the net worth of the above, after deducting all debts, exceptions and incumbrances? .....  
 Do you recommend this firm as a customer? .....  
 For what amount of credit? .....  
 On what terms? .....  
 Their Bankers are .....  
 They buy from .....  
 Remarks: .....  
 Date. ....

Representative

*1. Salesman Or Agent:*

The salesman, can often by tact and diplomacy, obtain much real information from his customer. Business men abroad are not generally accustomed to handing out balance sheets or financial statements. In some countries, corporations of one type and another are compelled to file them with Government authorities, but they are not always a matter of public record, yet they may often be obtained when we first offer our own to substantiate our claims to the customer's confidence.

Suppose Alvarez y Cia expect a credit line of \$3,000, and on the strength of available information, we were willing to let them have a \$1,000 line, and felt reasonably sure that a balance sheet would prove Alvarez y Cia entitled to all they ask and more. A good salesman can tactfully point out how a balance sheet might so conclusively prove the flourishing condition of Alvarez y Cia, that the house might be glad to let them have more than they expect.

Where we operate through a commission representative, it is not always possible to obtain the detailed information which we can insist on receiving from our own salesmen. We should at least demand from our agent identically the same credit report and supply him with blanks for that purpose,

urging him to supplement it with any other available data.

The agent probably represents a number of lines, is usually resident in the country in question, has been carefully selected as capable and trustworthy and therefore his reports are usually based upon the collection experience of other firms represented by him and covering perhaps hundreds of transactions over a long period of years, and upon frequent and often rather intimate contact. All of this compensates to a large extent for the brevity of the usual agent's report.

*2. Trade References:*

Any applicant for credit will, of course, offer either personal, trade or bank references. These should be carefully investigated. Their value is sometimes questionable unless their sources are carefully considered and cross-checked.

American firms are, of course, always ready to co-operate. As a rule, European firms courteously respond to requests for information. In addition to a general opinion, many will state how long and for what amounts and on what terms they have dealt with the customer. They are usually brief, though sometimes they will reply in detail.

Much depends upon our request, in which we should embody definite points on which we seek enlightenment. Should some firm or firms report unfavorably, we may well scrutinize the matter to discover whether possibly they, themselves, are to blame, through lack of experience or some act or omission. Also we should guard against possible bias in reports from foreign competitors, either our own or the customers'. Personal references are only of value if we can be certain that the party referred to has no direct personal interest and is a person of unquestioned standing and influence in his community.

*3. Banks—American Banking Institutions:*

Our large banking institutions, especially those maintaining for-



## Who is your Competitor?

No business today can rest on its oars. Somewhere a rival industry is casting a watchful eye on your markets.

How many substitutes for wood are fighting the lumber industry? How many Textiles - Rayon, cotton, wool, silk are battling for the women's Trade?

If you are not one of the 220,000 leading business men who receive Nation's Business we would like to send you an advance proof of this important article

# NATION'S BUSINESS

Washington

More than 220,000 Circulation  
(Member ABC)

eign branches, have extensive and valuable credit files and gladly give information to their customers or through their corresponding inland banks to the latters' customers. Their foreign corresponding banks are generally carefully chosen and if the home banks have no information available, they are prepared to secure it from them, either by mail or cable.

#### *Banks—Local Bank Institutions:*

It would seem that local banks abroad are promising sources of information and so they are in the main. The large banking institutions abroad, like our own banks, maintain credit files and the magnitude of their operations compels accuracy in credit data. Collection items on established business houses, from many sources, are constantly cleared through them, thus giving them a good deal of credit experience even with firms who are not their own customers. Legal notices and other information affecting business firms are often interchanged or broadcast among them. It is safe to state that the large majority of them faithfully and accurately report on credit matters.

#### *4. The Foreign Credit Interchange Bureau of the National Association of Credit Men:*

The "Bureau" as its name implies, is a purely co-operative organization, conducted not for profit, but for the gathering and dissemination by and among its members, of the most reliable credit data.

The inestimable value of its service lies in the fact that it is able to furnish ledger experience reports which for completeness and concreteness are unrivaled. The "Bureau" has about 500 members, including the largest exporting firms in this country and its files contain information on from 250,000 to 300,000 foreign firms.

#### *5. American Mercantile Credit Agencies:*

No export credit man should generally be satisfied with one paid-for credit report, even if it be that of the "Interchange Bureau." Our foremost mercantile credit

agencies offer a world-wide service of real value. They maintain scores of direct branches abroad, have a financial interest in foreign credit agencies or have contractual arrangements with them. Anyone familiar with the wealth of information they can supply, often extending over decades of the subject's history, would not slight their value.

#### *6. Local Credit Agencies:*

Credit reports from local credit agencies abroad, other than those affiliated or co-operating with our American agencies, are frequently of doubtful value. There are of course a number of well-organized, substantial agencies in the most important countries, who render reports of value. Many, however, are small, have few or no trained and salaried investigators and depend for their information upon confidential employees of banks, Government offices or business houses, to whom they pay small fees. Such reports, having been obtained by unethical means are practically worthless. Frequently, the subject, if dishonest, can, through bribery, inspire or submit on request a favorable report to such agencies, the inaccuracy of which they are not always equipped to detect. Our salesman or agent can readily determine their relative standing and should only obtain reports from sources known to be reliable.

#### *7. The Commercial Intelligence Division of the Bureau of Foreign and Domestic Commerce, Washington, D. C.:*

No other Government provides the wonderfully complete and reliable commercial information for its citizens, which the U. S. Government supplies through this Intelligence Division.

For several years, it has been compiling a World Trade Directory, in card index form, based upon first-hand information gathered by U. S. Commercial Attachés, Trade Commissioners and Consuls abroad. A special report touching on nineteen important points, constituting a good general picture of the subject firm, forms

# The Miami Market and Confections



**A**DVERTISING of candies, confections and gum in the Miami Trade Territory follows the general up-trend. It will be far heavier this year than last—25% heavier, at the least.

As usual, the preferred medium is *The Miami Herald*—as shown by the comparative figures for 1925:

**The HERALD: 54,439 Lines**

**Second Paper: 12,621 Lines**

Comparative figures, covering the first four months of 1926 are: *The Herald*, 8,596 lines; second paper, 3,150 lines.

Publisher's statement of *The Herald*'s daily average net paid circulation for the first quarter of 1926 is: Daily, 48,108; Sunday, 60,006.

## The Miami Herald

**"FLORIDA'S MOST IMPORTANT NEWSPAPER"**

**Frank B. Shutts, Publisher**

**NATIONAL ADVERTISING REPRESENTATIVES**

J. P. McKinney & Son

CHICAGO

SAN FRANCISCO

NEW YORK

Geo. M. Kohn, 704 Walton Bldg., Atlanta



## Overshadowing All Boston Dailies in City and Suburban Circulation

The Boston American and Daily Advertiser are strengthening their position of leadership, particularly in the city and suburbs where coverage counts most.

Boston city and suburban figures from the current publishers statements are as follows:

|                                              |                |
|----------------------------------------------|----------------|
| <b>American-Advertiser</b>                   | <b>272,243</b> |
| Second Newspaper                             | 258,881        |
| Third, a combination<br>morning and evening  | 225,042        |
| Fourth, a combination<br>morning and evening | 208,339        |
| Fifth Newspaper                              | 30,029         |

In Boston buy "Circulation Leadership—Still Increasing", take advantage of optional combination rate of

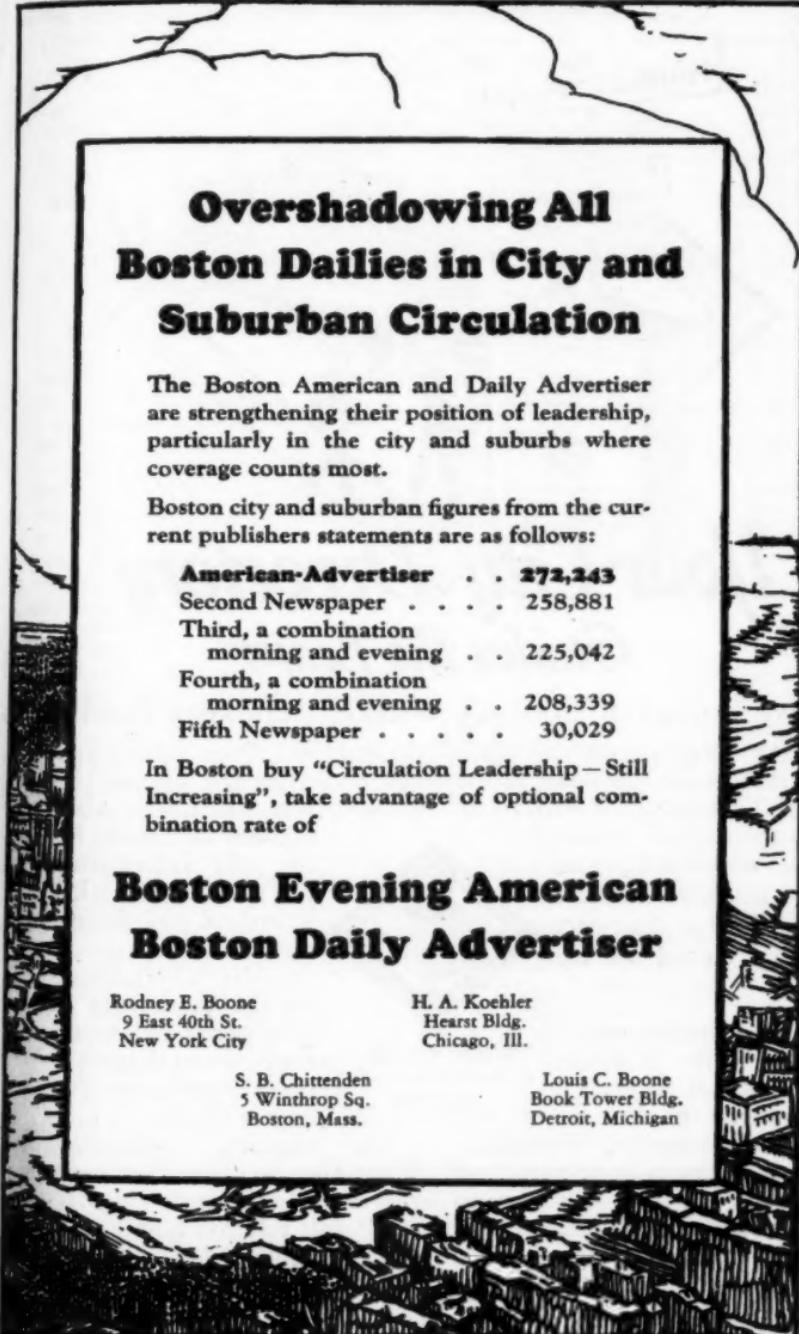
## Boston Evening American Boston Daily Advertiser

Rodney E. Boone  
9 East 40th St.  
New York City

H. A. Koehler  
Hearst Bldg.  
Chicago, Ill.

S. B. Chittenden  
5 Winthrop Sq.  
Boston, Mass.

Louis C. Boone  
Book Tower Bldg.  
Detroit, Michigan



**"Where Buyer and Seller Meet"**



# Your City Directory - Guides the Buyer

## Five Points of Contact With Purchasing Public

Every man, woman and child in the community finds, in the City Directory, a wealth of information no where obtainable. Its five major sections are consulted at least once every second of the day.

Your advertisement in your City Directory cannot fail to get the attention of the information seeker. Prominent registration of your name and product in the Alphabetical and Classified Business Sections will refer to the Buyers' Guide



*This trade mark appears  
in directories of leading  
publishers*

or marginal lines where you can crystallize the buying impulse at that critical time when the user is looking for the very information you want to give him. It insures you against the "just as good" parasite capitalizing on the popularity of your goods and directs the buyer to the proper point of purchase. The cost is small.

Our booklet, "Directories; What They Are, How They Function and Their Place in Advertising," will tell you how. Send for a free copy.

**ASSOCIATION of  
NORTH AMERICAN DIRECTORY PUBLISHERS**  
**Headquarters**  
524 Broadway, New York City

the basis for the World Trade Directory.

These reports are available to any American firm in good standing, upon application to the Commercial Intelligence Division or the District Offices of the Bureau. Special investigations are undertaken on request.

#### 8. U. S. Consuls:

A mistaken notion exists as to the credit information U. S. Consuls can give. This is not part of their function. They are not required to hand out the confidential reports available in their offices. These can only be obtained in the regular way. This, however, does not mean that U. S. Consuls cannot render valuable help. They can and do, in so far as consistent with their instructions, and their knowledge of local conditions and local contracts enable them frequently to suggest sources of information otherwise closed. They are particularly valuable in supplying data on legislation, customs procedure, commercial practices and other circumstantial factors entering into the credit problem. They contribute a large share of the World Trade Directory information, maintained by the Bureau of Foreign and Domestic Commerce. Before addressing Consuls, application should first be made to the "Bureau" in Washington where the data we seek may be already available.

#### 9. U. S. Commercial Attaches and Trade Commissioners:

The information distributed by the Commercial Intelligence and other divisions of the Bureau of Foreign and Domestic Commerce, has for the greater part, been gathered and relayed by our Commercial Attaches and Trade Commissioners. Anyone who has been privileged to have close contact with them abroad can testify as to the fine type of men in this service.

Their co-operation is always available by application to the Bureau in Washington, the District Bureaus, or Co-operative Offices, or in special cases by directly addressing them.

#### 10. Miscellaneous Sources:

There are many additional sources of information such as the "Philadelphia Commercial Museum," which provides an organized credit service; export journals and export trade promotion service. There is much interchange of confidential information among members of the Export Managers Club of New York and other export trade organizations. All of these are valuable as primary or corroborative sources and as such deserve serious consideration.

### Welding Companies Consolidate

The United States Welding Company, Minneapolis, has been consolidated with the Harris Calorific Company, of Cleveland, and the plant and offices have been moved to Cleveland. Both firms manufacture welding apparatus. The new officers of the Harris Calorific Company are: John Harris, chairman of the board; George B. Harris, president; Loren Campbell, Jr., vice-president and general manager, and John M. Mathews, secretary.

### Growth of Feltman & Curme Shoe Stores

The sales of the Feltman & Curme Shoe Stores Company, Chicago, amounted to \$9,154,855 in 1925. Profits for that year were \$486,494. According to Arthur A. Curme, president, the business was started in 1907 by Charles H. Feltman with one store at Indianapolis. The sales for the first full year totaled \$150,846 and the profits \$931. At the end of 1925, 73 stores were being operated.

### Henry F. Albright Dead

Henry Fleetwood Albright, vice-president in charge of manufacturing and a director of the Western Electric Company, New York, died at that city last week at the age of fifty-eight. He joined the company in 1892 and was made vice-president in 1917.

### Mixermobile Account for Milwaukee Agency

The Mixermobile Company, Milwaukee, has appointed Klau-Van Petersom-Dunlap-Younggreen, Inc., advertising agency of that city, to direct its advertising account.

### I. B. Tolins with Arthur Rosenberg Agency

Irwin B. Tolins has joined the Arthur Rosenberg Company, Inc., New York advertising agency, as general manager. He was formerly vice-president of the Walkley Company, also of New York.

# Co-operative Advertising—Its Past, Present and Future

Why Associations Advertise and What They Can Attain by Their Advertising

By Don Gridley

**C**O-OPERATIVE advertising by competitors is a comparatively recent development. Professor Hugh E. Agnew, of New York University, in "Co-operative Advertising by Competitors" (Harper & Brothers) finds that the first co-operative campaign of any significance appeared as late as 1908. That there were other such campaigns previous to that time is highly probable, but Professor Agnew points out that the great development in this type of advertising has come during the past eighteen or twenty years.

Today it is almost impossible to prepare an exhaustive list of such campaigns. In one chapter, Professor Agnew mentions twenty-seven recent campaigns that spent or are spending \$50,000 or more a year on advertising, while in another place he lists forty-four important national campaigns. This list does not include community or co-operative church advertising, other extensions of the field. In other words co-operative advertising has developed with remarkable strides and yet today it is only on the threshold of its possibilities.

One of the first notable campaigns was that of the Association of Hawaiian Pineapple Canners. This was an outgrowth of a situation where the canners had 400,000 cases of canned pineapple and a market for only 200,000 cases. The first result of the campaign was to move the entire stock. Later the association used advertising to increase the use of crushed pineapple. It was so successful in its efforts that copy had to be changed in order to push up the sales of the sliced product to bring them back to their proper relative position. This association is still an active advertiser. However a list of co-opera-

tive advertisers published in 1923 by the Curtis Publishing Company showed that most of the campaigns originated in the years after 1914.

What are the essentials of a successful co-operative campaign? Professor Agnew does not attempt to list them all and points out that some of the essentials for the success of one campaign may be eliminated in another. However, he does give the following factors of great importance:

The campaign must be possible. Its undertaking should be of a nature that the public can understand and with which the public can sympathize. Its attainment should also be profitable to the public. The funds must be adequate for the undertaking. The length of time must be ample to make results possible. The end sought must be sufficiently important so that manufacturers can afford to appropriate the necessary money. The copy must be true and sincere.

## WHY RIVALS ADVERTISE JOINTLY

Why do competitors join together to advertise? Here again Professor Agnew lists several reasons.

First comes the idea of protecting an industry from outside attack. It is comparatively easy to build a defensive alliance among manufacturers whose backs are to the wall or who see themselves threatened by outside influences. The campaign of the American Face Brick Association was the direct outgrowth of the feeling among manufacturers of face brick that their industry was being threatened seriously by propaganda for the use of lumber throughout the building of a house. The Wall Paper Manufacturers Association

# Fall Buying Number

THE August issue of the FASHIONABLE DRESS Trade Edition will be a special Fall Buying Number. It will circulate among five thousand Department Store Buyers and Executives during the latter part of June and the greater part of July—the Peak of the wholesale buying season.

Many of the best known advertisers in America will use up to four pages in this Fall Buying Number of the Trade Edition to visualize their fall advertising campaigns in FASHIONABLE DRESS and other consumer mediums.

A Staff Correspondent of FASHIONABLE DRESS will cable a last minute resume of Parisian style tendencies.

Six days later it will be distributed to fifteen hundred Department Stores through the Trade Edition.

The advertising forms of the August Trade Edition close June 5th.

*Largest Circulation of Any Fashion Publication in the Class Field*

# FASHIONABLE DRESS

Member Audit Bureau of Circulations

began to advertise when makers of wallpaper saw their market threatened by current style trends in decoration.

A second reason for co-operative advertising is to correct bad trade practices. For instance, rubber manufacturers found that the mileage guarantee was working against the good of the industry. An association was formed and a campaign started to eradicate the evil by showing how good care will make tires last and, inferentially, how a mileage guarantee put a premium on negligence.

The desire to expand the selling season is another moving factor in building co-operative campaigns. The florists have co-operated in the "Say It with Flowers" campaign not only to expand the selling season but to extend the number of prospects. The Greeting Card Association used advertising to point out the number of occasions when greeting cards are in order with the idea of extending sales outside the holiday seasons.

Is co-operative advertising successful? Professor Agnew points out instance after instance where sales have been increased remarkably through the use of co-operative advertising. Returns on such advertising are hard to trace since seldom does the advertisement carry any kind of a coupon or key number but a general increase in sales can usually be credited partially to co-operative advertising. Even if a co-operative campaign does not increase sales directly, it usually has the effect of getting the associated members to do more individual advertising. This has been shown in campaign after campaign.

The future opens up vast possibilities for the co-operative advertising campaign. Professor Agnew mentions some of these possibilities and suggests others.

He believes that such campaigns will increase in number. Co-operative advertising encourages manufacturers to draw up codes of practice and these codes keep them from running afoul of the law. The author lists fifteen sources of waste in distribution drawn up by

Mr. Hoover and presented to the Chamber of Commerce of the United States in 1925. This list is already familiar to most business men. Professor Agnew points out how co-operative advertising can correct each source of waste. In closing his chapter on the future of co-operative ventures the author mentions several specific industries which might well employ co-operative advertising.

So far we have discussed only co-operative advertising among manufacturers. A second great field for this type of work is among retailers along lines suggested by the Neosho plan and other plans that have been used successfully. Professor Agnew points out many important factors in retail co-operative advertising.

Community advertising is essentially co-operative. Properly conceived and properly executed it has immense potentialities. A number of successful campaigns are described by Professor Agnew and the reasons for their success emphasized.

Last comes co-operative advertising by churches. Here, again, the author points out essentials to success and methods of building successful campaigns.

Co-operative advertising has come to stay. It is full of potentialities. Its value, when properly used, is unquestioned. However, there are many pitfalls before the co-operative advertiser and these pitfalls are pointed out by the author in a chapter which mentions certain failures and the reasons why they were failures.

"Co-operative Advertising by Competitors" is an interesting and valuable book. It preaches by example rather than by theory. For that reason it might well be in the hands of every present and prospective co-operative advertiser as a guide book through the mazes of association practices.

#### C. A. Breskin with "Packing & Shipping"

Charles A. Breskin, recently with *Rock Products*, Chicago, has joined *Packing & Shipping*, New York, as vice-president and general manager.

## 2,500,000 New Prospects Each Year!

That is the number of newly-born children arriving each year in these United States. In an incredibly short time these youngsters are exerting a real influence on the home buying.

We have successfully developed a form of appeal to the family through the interest of the child. This is through the medium of a merchandising story in clever rhyming, handsomely illustrated in bright colors.

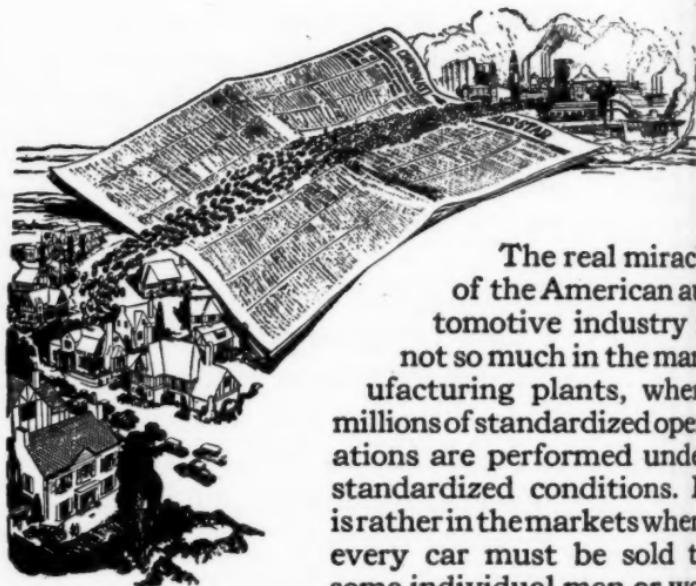
There are now available samples of these stories, in booklet form, and your inquiry is welcomed.

**CHARLES FRANCIS PRESS**

*Sales Promotion Campaigns  
to Dealer and Consumer*

**461 EIGHTH AVENUE  
NEW YORK**

# The Arterial of the



The real miracle of the American automotive industry is not so much in the manufacturing plants, where millions of standardized operations are performed under standardized conditions. It is rather in the markets where every car must be sold to some individual man or woman, where the conditions are as variable as the sands of the sea.

The six-day family newspapers are the arterial highways to this market. In Cincinnati nineteen cars are delivered on Times-Star Avenue for every ten that go from the factory to the user over the

# CINCINNATI

*Member Audit Bureau of Circulations*

CHARLES P. TAFT, Publisher

C. H. REMBOLD, Manager

Martin I  
927 Bru

# Highway Automotive Market

second highway. Two go *via* Times-Star for every one that goes *via* the avenue of the leading morning newspaper published on the same days. This statement is based upon the records of comparative display lineage carried by automobile makers and dealers in the Cincinnati newspapers during the year 1925.

In the local tire and accessory field, where the whole purpose of newspaper advertising is to sell the consumer rather than to extend out-of-town distribution, the figures are still more convincing. Accessory advertising in the Times-Star compares with that of the second afternoon newspaper as thirteen to eight. It is 7.75 times that of the leading week-day morning newspaper.

Tires are advertised in the Times-Star 75% more extensively than in the second afternoon newspaper, but the ratio of tire advertising in the Times-Star to that of the leading six-day morning paper is 7 to 1.

These figures tell the story of the relative values of daily newspaper circulations in Cincinnati. They emphasize the economy of the cost of display advertising in the Times-Star with its complete local coverage in contrast with the higher cost of reaching part of the market by any other medium or combination of media.

# TIMES-STAR

Martin L. Marsh, *Eastern Rep.*  
927 Brunswick Bldg., New York

Kellogg M. Patterson, *Western Rep.*  
904 Union Trust Bldg., Chicago

# Oklahoma City is Oklahoma's Air-Mail Port



Oklahoma City, the commercial, financial and jobbing center of Oklahoma and the Texas Panhandle, is Oklahoma's aerial mail port. Through this new service the people of Oklahoma City's trade territory are 9 hours, 20 minutes from Chicago, and 19 hours, 35 minutes from New York City.

The establishment of an air mail port at Oklahoma City is only another indication of the fact that Oklahoma City's territory is important to any manufacturer selling in the Southwest. The Oklahoma City territory is covered *thoroughly* and *alone* by the Daily Oklahoman and Oklahoma City Times.

## *The* DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Represented by E. KATZ Special Advertising Agency

New York Chicago Kansas City Detroit Atlanta San Francisco

# How Advertising Can Control the Whole Business

Should Guide in Every Step of Manufacture, Administration and Selling, A. W. Shaw Tells Association of National Advertisers

**A**ND advertising department," A. W. Shaw, president of the A. W. Shaw Company, told the Association of National Advertisers at its semi-annual meeting in Chicago last week, "is not concerned merely with the *art* of advertising. It has to do with the *use* of advertising and its effect, not only on influencing the demand of the consuming public, but also on all the other activities of the business—on the motions of the workman, the movements of the salesman and the operations of the typist."

Mr. Shaw's address, made at the opening session, formed the background for a series of presentations having to do with ways and means of increasing the selling effectiveness of advertising and reducing its net cost through the additional volume it would thereby gain. The program was carefully planned with the object of building up the case constructively.

After Mr. Shaw had laid out the general pattern, probably without intending it that way, the other addresses followed up the subject, topic by topic, so that the association members got an accurate picture of the present opportunity of advertising and the methods of rising to it.

"To use advertising so to influence consumption that within his enterprise there can be produced and distributed a maximum of product with a minimum of motion," Mr. Shaw continued, "is not the least of the functions of an advertising manager.

"The payroll of the factory can be influenced just as effectively, even if less apparently, by the advertising manager as by the production manager.

"A policy of simplification of styles or varieties ordinarily brings about a reduction of unit costs very conspicuous in the cost sheets

of the factory. But with products of broad general distribution this is largely a result of that influencing of consumption toward the simplified line that it is within the power of the advertising manager to bring about.

"Now is the influence of the treasurer on finance any more directly effective than that of the advertising manager can be made to be? Assume a growing business needing more floor space, further equipment, larger inventories, more money to carry accounts receivable, and an advertising manager alive to the interdependence of all the activities of the business. When that advertising manager so dexterously uses the force of advertising at his command that there can be a choice of wholesalers and retailers so that good credit and prompt discounting can be insisted upon, or, that the securities of the company can be readily marketed and welcomed by the bankers, doesn't that directly affect the financial affairs of the enterprise?

"The interdependence and interplay between the sales manager and advertising manager are, of course, direct and obvious.

"I have in mind an advertising manager who has influenced the entire sales set-up of a large business through awakening the pride of the workers in their product.

"He got his idea one day after asking a foreman why a certain unit was better than a competing one. The foreman told him why in picturesque language.

"What I want you to do, Bill," said the advertising manager, "is to write down just what you've said to me, leaving out only the cuss words. I want to publish it in our paper.

"I can't write articles," Bill, of course, declared.

"But you can write down what

you've said, can't you?" the advertising manager countered, and finally won his point. The resulting article was just what he wanted. Moreover, it started something, and he secured similar sales articles from other foremen in the plant.

"These articles attracted attention both within and without that organization. Later, the chief engineer got some of his ideas about a leading item down on paper, and with a slight alteration it made copy for what turned out to be a surprisingly successful advertisement.

"The president became interested. 'Why not use these men to physically sell?' he asked himself. Tests were made. They were successful. And so in that organization today the purchasing agent, the foundry superintendent, the engineer, the machine shop superintendent—all take a hand in selling.

"My point is that this interesting development, affecting all branches of that business, resulted from the advertising manager going outside the purely intra-departmental aspects of his work and building a close contact with the other departments of the business. Today he sits in the policy-forming conference of that company, and that, in my opinion, is as it should be.

"This demands from the advertising manager something more than a mere familiarity with the language of manufacturing, finance, accounting, transportation. Understanding must be his, of the problems of material procurement and the handling of labor; of credits and collections, and terms, and discounts, and their effect upon finance; of accounting and routine, and how the overhead is affected by small shipments or excess variety of product.

"For all of these activities and a multitude more are affected by his acts.

"To the degree that he intelligently uses advertising to make possible lower factory costs, less resistance to sales activities, fewer losses from bad accounts, shorter

terms, quicker turnover, simplification of routine, pride in plant and workmanship and service—to that degree does he approach a fullness in the performance of his functions.

"I have in mind an instance which I hope will illustrate my point rather aptly. It has to do with a great business which now does a million and more in volume for every thousand dollars available to it when it started about a quarter-century ago. You see its advertising daily. Most of you buy its products, I imagine.

"Now, last year this business increased its prices. The tonnage went off a bit, but the sales, in dollars, increased materially—the profits, very materially.

"The advertising direction of the business, thinking beyond that art and the skill involved in preparing the striking advertising we see daily, is now saying, in effect, to the management of that business: 'The underlying trend indicates a day of close margins. Two or three in each line will emerge with large volumes obtained on extremely thin margins. Our business should be one of these dominating factors in our line. Therefore, we should reverse our position. Instead of building a larger net through wider margins on smaller volumes, our object should be one of cutting the margin and seeking the net through more of the narrower margin on a larger volume. While this is a fundamental decision to make, it is in line with the underlying trend.'

"There is significance in that suggestion for any business.

"In these United States, the fund of capital is increasing daily. It serves its owners only as it is used, for idle money pays no return. But add initiative to capital and there is the power to summon labor, machinery and management actively to compete in any business of unduly large margins of profit.

"An advertising manager watching the trend of business sees this and its relation to the welfare of the concern of which he is a part. One whose vision ranges no farther than the walls of his department

does not. He is out of the stream of big things."

With this setting forth of the need of the advertising manager being a man of broad vision, the way was clear for certain advertising manager members of the association to present specific "how to" methods of producing the general effects outlined by Mr. Shaw.

Everett R. Smith, advertising manager of The Fuller Brush Company, stressed the necessity of a firm advertising to its own organization as well as to its customers. Of the two, Mr. Smith regarded the first as the more important.

"We have a big turnover of salesmen," he explained, "making it necessary that we have a continuous elementary course in salesmanship. One of the first things we explain to our men is that advertising will not sell Fuller brushes. We use it, therefore, to sell our salesmen to the public and to sell our company to prospective salesmen."

#### REMOVE THE RED TAPE

Next came the matter of the physical production of advertising material and the organization of the department so as to promote it. According to the viewpoint of W. S. Lockwood, advertising manager of Johns-Manville, Inc., much of the red tape and ponderous system that characterize some departments could well be removed.

"We make about 250 products," he said, "which necessarily are distributed through many channels and thus we are required to have a number of co-ordinate departments under individual managers.

"If we were so disposed we could make it almost an endless job to engineer a piece of advertising matter through this large machine. But we have simplified it. After securing the approval of the department manager for a booklet, let us say, a letter is written to the executive committee outlining the proposed advertising, telling the need of it and what we expect to accomplish with it. If the executive committee gives its approval, the job then is

submitted to various printers for bids. Our own printing department must bid along with the others, and does not get the work unless it seems to merit it.

"Ten days before copies of the booklet are received we notify our branches and get orders for such quantities as they may be able to use. Our idea is to have as few rules as possible and as little organization as possible. Sometimes, system is too expensive.

"For example, we once were investigating the matter of lost plates. Somebody got up a complete system for keeping track of them. Before putting it into effect we made an investigation and found that not more than \$90 worth of plates had been lost in six months. In other words, we found it would cost more to administer the system than to buy that many new plates.

"At one time we had no end of trouble in keeping track of all our old drawings. They bulked up in an annoying way. Then, we hit upon the plan of taking photographs or printed reproductions of drawings, mounting them on cards and filing them. If any drawing is too big to file we take a 12x18 photograph of it. This is always sufficient in case we want to make new plates.

"We frame all color paintings that we may have occasion to purchase for advertising work. Somebody is always glad to have them in his private office. Thus, they are readily available in case they are needed again, which they probably will not be.

"We have no bottleneck in our advertising department. One can go over the art manager's head if he likes and consult with the individual artist. There is no one man in the department to have contact with our agency. We shift jobs around so that each man can know as many as possible of our factory products.

"Of course, in our factory departments system is essential. But the thing we make in the advertising division is entirely different from the factory. Instead of organization being the supreme end,

we try to make it only a means to an end."

Following still further the topic of how to secure the greatest measure of efficiency in the advertising department, V. C. Cutts, advertising manager of the H. W. Gossard Company, recommended that manufacturers should form close working relationships with department-store advertising directors.

Another step in the process was set forth by H. G. Weaver, assistant to the director of the sales section of the General Motors Corporation. In discussing "Laying the Foundations of an Advertising Campaign," Mr. Weaver stressed the necessity of close acquaintance with the customer and intimate knowledge of the product.

Short, informal addresses giving practical ideas for the planning and administration of advertising were made by W. F. Earls, advertising manager, U. S. Rubber Company; A. C. Kleberg, advertising manager, Valentine & Company; W. A. Hart, director of advertising, E. I. du Pont de Nemours & Company; O. A. Brock, advertising manager, Keystone Steel & Wire Company, and Lloyd Keenan, Baker-Vawter Company.

At the beginning of the meeting it was said by President E. T. Hall and Secretary R. K. Leavitt that the session would be one at which representatives of various branches of advertising would, in effect, be "invited to put their feet under the same table" and discuss methods for the betterment of all concerned.

In conformity with this policy there was a farm-paper circulation clinic at which addresses were made by Mr. Hall, Marco Morrow, assistant publisher of The Capper Publications, and Horace C. Klein, publisher of *The Farmer* and *The Farmer's Wife*, St. Paul. Two of these addresses are reported at length elsewhere in this issue of PRINTERS' INK. Mr. Klein's talk will be published in next week's issue.

Kerwin H. Fulton, president of the General Outdoor Advertising Company, spoke on "The Program

of Organized Outdoor Advertising." He outlined a five-year program "for further refinement and improvement of the various outdoor advertising mediums," stating that it was being directed along the lines of bringing about complete acceptance, standardization and availability.

"The complete acceptance part," he said, "takes in the consumer as well as the advertiser. Through the rigid application of rules looking toward preserving natural scenic beauties, and keeping out of strictly residential sections, the outdoor advertising companies have removed many of the objections to this form of advertising. That we are attaining our object is shown by letters we have received from officers and members of garden clubs and various women's organizations.

"The standardization measures we are putting into effect mean better posting, more substantial and better-looking boards and a more nearly uniform style of advertising.

"Under the head of Availability we are making outdoor mediums easier to buy and are making them more flexible so as to provide for concentrated showings and meet individual needs.

#### PLAN PAYS FOR ITSELF

"Necessarily an ambitious program such as this will require the expenditure of a great deal of money and I have frequently been asked where this money is coming from. We are getting it through increased volume of business and the elimination of seasonal peaks and valleys. In other words, through increased efficiency we are making our promotion plan pay for itself."

The case of the advertising agent was set forth by G. Lynn Sumner, president of the G. Lynn Sumner Company, of New York. Mr. Sumner went into considerable detail to show the association members that getting results from advertising today is a harder problem than at any previous time. The subject of his address was "Is the Advertising Dollar De-



## A Paper That Makes Clear to Business Men What the Government is Doing

Business men look in three directions for influences that affect their business from the outside—

First, what is the farmer doing?

Second, what is Wall Street doing?

Third, what is Washington doing?

Answers to the first two questions are available. The third has had the wrong answer or none at all. The one dark cloud hanging over business and remaining practically an unknown factor was this question as to what the Government was doing.

Business men, on their side, tried to keep in touch—they wrote thousands of letters to Washington, thousands of telegrams, made thousands of telephone calls, thousands of personal visits annually.

Government officials did their part by answering these inquiries, but the job is so tremendous that they themselves are unable to know what is going on in other departments and bureaus. That is why both business and Government welcomed the establishment of The United States Daily on March 4, 1926.

This paper makes clear to business men every government day what the Government is doing. It presents only facts, verified at official sources. It is a need paper of the highest character.

THE UNITED STATES DAILY bridges the gap between Government and business. The importance of such a paper is obvious.

# The United States Daily

Established March 4th, 1926

*Presenting the Only Daily Record of the Official Acts of the Legislative, Executive and Judicial Branches of the Government of the United States of America*

DAVID LAWRENCE  
President

New York Office:  
52 Vanderbilt Ave.

Washington

Chicago Office:  
London Guarantee Bldg.

VICTOR WHITLOCK  
Vice-President and  
Director of Advertising

San Francisco Office:  
Bulletin Building

# “Consumer Demand”

## The Daddy of them All

—of “Dealer Influence,” “Sales Enthusiasm,”  
Profits and Orders

THE family tree of profit advertising blossoms in the open for all to see and understand. Its founded root is consumer demand. All other factors are but outgrowths.

It is only the inexperienced in advertising who mistake its branches for its roots; who credit “dealer influence,” instead of consumer demand as the parent factor in gaining sales success.

In planning advertising, remember above all things, that where there is no rain there are no crops. Where there is no consumer demand, there is no dealer demand. Where there is no dealer demand, it is because there is no consumer demand.

The only “influence” that entices a dealer’s signature to a rush shipment order is the demand of his customers for a certain product. “Get the demand and we’ll stock your goods,” is a stock phrase of all buyers.

The real buyer of your product is the consumer. The buying millions who establish the across-the-counter call that regulates retailers’ orders to jobbers, and jobbers’ orders to manufacturers; the millions who

tell advertisers whether or not their advertising is successful.

Study all outstandingly successful products that sell through retail outlets, and the truth of this will stand out.

The value of the name "Bayer's Aspirin" rests chiefly on the millions of Mr. and Mrs. Smiths throughout the country who believe in it—and demand that dealers have it. So, too, "Palmolive," "Ivory," "Listerine," "Lipton," "Quaker Oats," "Lucky Strike," and others beyond number.

Advertising that pays is predicated on that factor.

It is addressed to the millions. Its aim is to sell the millions.

It is written in a way the millions understand. It is printed in publications that go before the millions.

And that is why it pays.

It marks a fundamental, one of the common-sense principles in profit advertising on which successful advertising rests.



## LORD & THOMAS

NEW YORK

247 Park Avenue

LOS ANGELES

1151 South Broadway

Advertising

LONDON, ENGLAND

Victoria Embankment

CHICAGO

400 North Michigan Avenue

SAN FRANCISCO

225 Bush Street

Each Lord & Thomas establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas units to the client's interest.

creasing in Effectiveness?" He declared the question would be answered in the affirmative unless advertising should keep everlastingly alive, thoroughly up to date and in full step with the swiftly onward marching procession.

As an example of how even a long-established and highly successful company may advance, as Mr. Sumner suggested, through reaching out for something new in advertising, Herbert Metz, advertising manager of the Graybar Electric Company, told about "Putting a New Name on the Map." An article descriptive of the methods employed appeared in PRINTERS' INK of December 24, 1925.

The association adopted a resolution declaring its opposition to combination rates which some newspaper organizations charge national advertisers. For example, if a newspaper has a morning and evening edition, the association objects to being obliged to advertise in both.

Another resolution called for a clean-up in the typographical style of the advertising sections in certain newspapers so as to make the local advertising correspond more nearly with the national.

The association also went on record as favoring uniformity in process color printing. In this connection it endorsed the recommendations of the American Institute of Graphic Arts.

Walter A. Strong, publisher of the Chicago *Daily News*, in speaking at the association's semi-annual dinner, expressed satisfaction over the disposition of various advertising interests to co-operate for the common good. Speaking for the newspaper as one of the mediums through which advertising can be done, Mr. Strong set forth the great advance it has made during the last few years. Producing a newspaper, he said, is nothing more or less than a manufacturing and merchandising proposition. The newspaper has come to visualize this correctly and thus it has seen the need of applying advertising principles to its own business and helping its customers do the same.

Harry T. Brundidge, of the St. Louis *Star*, related his experiences as a reporter, telling mainly how revelations he had been able to make through the *Star* had caused the breaking up of certain medical diploma "mills."

### Iowa Press Association Elects T. W. Purcell

T. W. Purcell, of the Hampton, Iowa, *Chronicle*, was elected president of the Iowa Press Association, at the annual meeting which was recently held at Des Moines. John W. Carey, of the Rock Rapids *Review*, and Ralph Shannon, of the Washington *Journal*, were elected vice-president and treasurer, respectively. O. E. Hull, of the *Lone Tree Reporter* was re-elected secretary.

### Urge Washington Bakers to Advertise

Professor H. A. Burd, of the department of business administration of the University of Washington, in an address at the recent convention of the Washington State Bakers Association at Seattle, emphasized the value of co-operative advertising, and urged the association to conduct a campaign.

### C. C. Chase with Broadway Subway Advertising Company

C. C. Chase, recently with The Erdthridge Company, New York, has joined the Broadway Subway Advertising Company, Inc., also of New York, a part of the Barron G. Collier organization, with which he was previously associated.

### S. Klee to Leave Artemas Ward

S. Klee, associate director of Artemas Ward, Inc., New York, for many years, will resign on May 31. He will become president of The Klee Corporation, New York, a recently organized mortgage investment company.

### Death of Allan H. Clark

Allan H. Clark, sales manager for the Twinplex Sales Company, St. Louis, died at that city last week. He was forty-five years old. Before becoming identified with the Twinplex company, Mr. Clark was a member of the copy staff of the Gardner Advertising Company, St. Louis.

### D. M. Crossman Leaves Nile- Bement-Pond

Donald M. Crossman, advertising manager of the Niles-Bement-Pond Company, New York, has resigned. He has been with that company for sixteen years.

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## Fifth Avenue!

Mecca for shoppers the country over—and Mecca for advertisers who seek the favor of this foremost of markets.

The New Yorker is outstandingly favored by the people who buy here—and by the merchants who sell here.

*What can explain this extraordinary reception?*



*The newsstand manager at the Plaza says, "When The New Yorker comes out on Friday it rivals the morning newspapers in sales. It has long been one of our best sellers and to the class of people we like to do business with."*

THE swift astounding success of The New Yorker with the public has raced its circulation in little more than a year to a point crowding the fifty thousand mark. Nearly all of it in Quality New York.

But its success with the public has been matched by an even more noteworthy recognition by advertisers.



*George Brown, the newsstand manager of the Ambassador, says, "We average more New Yorkers per week than any other magazine. Most of our regular customers are guests of the Ambassador."*

Advertisers — local and national — have scheduled in *The New Yorker* more than 2500 pages of advertising in the year ahead: an average of more than 50 pages to the issue.

Those astute moulders of New York's buying opinions, the great Fifth Avenue merchants, were first to discover *The New Yorker*. They added it eagerly to their selling plans because it offers concentration and dominance in New York's quality market — and a prestige value hitherto acquired only by the expensive purchase of national periodicals.

Now national advertisers by the score are also addressing *The New Yorker's* selected audience; because in addition to its prestige value, it offers a superlative opportunity for direct sales.



*Kitty Krug, in charge of the newsstand at the Algonquin, "We sell approximately twice as many New Yorkers at the Algonquin as any other one magazine."*



It has been the country's finest advertisers, too, who have been first in their recognition: advertisers of fine motor cars, Rolls-Royce, Packard, Pierce-Arrow, Lincoln, Marmon and

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many others; the makers of hats and gowns, shoes and lingerie and silk hose and wearing apparel of every kind; railway and steamship lines; book publishers; makers of the finest perfumes and cigarettes: a great group of enterprising advertisers in every field.

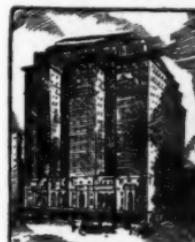
They have recognized that the New York market warrants a special and added advertising effort.

The Metropolitan district as a whole represents only 8 per cent of the country's population. It earns more than 20 per cent of the national income.

Now, for the first time, a magazine with a circulation concentrated in New York offers the opportunity to round out selling plans, to measure selling effort to selling opportunity.



It is hard to say which is of the greater significance: This adoption of *The New Yorker* by these most discriminating of all buyers of advertising in the national field; or the adver-



*H. A. Maccafe: in charge at the Roosevelt Hotel, "I believe we sell more New Yorkers than any other one magazine on our stands and most of them go to the permanent guests of the Roosevelt."*



*J. H. Roeder of the Park Lane, "The New Yorker is the best seller among the magazines. A great number of our guests are regular buyers."*



*Eleanor Verdon, in charge at the Ritz. "I have always been impressed by the type of customer who buys The New Yorker. Practically every one of our regular customers is a New Yorker customer."*

tising of the retail merchants published under that severest of all tests, the direct sale in the store.

To national advertisers, at any rate, there is a double significance in the regular use of *The New Yorker* by New York's great stores and finest specialty shops.

It is irrefutable evidence of the fact that store executives, merchandise men and buyers of New York's stores are watching *The New Yorker* with the keenest of interest.

Where can the national advertiser place his advertising with a greater certainty of its exposure to the attention of those people who in New York have to do with the stocking and pushing of his merchandise?

*The*  
**NEW YORKER**  
RAYMOND B. BOWEN  
*Advertising Manager*  
25 West 45th Street, New York

# Certainly—Dealers Will Respond to a Contest

But It Must Be Framed So That They Will Benefit Even Though They Do Not Come Out on Top

By J. B. MacNaughton

Sales Manager, Indian Motorcycle Company

THE sooner the dealer comes to realize that the manufacturer's advertising is his advertising, the sooner will he try to capitalize it with aggressive selling action.

weekly bulletin a few years ago called "Contact Points," which became a medium for heart-to-heart talks from us to our dealers and which brought favorable re-



THIS PAGE WAS CLIPPED FROM ONE OF THE MAILING PIECES FURNISHED TO DEALERS

In few words, that is the idea which forms the basis of our 1926 dealer sales contest and its accompanying direct-mail campaign.

Because many dealers in the motorcycle line started their careers as mechanics years ago, they often feel that, so long as the manufacturer advertises the line, all they need do is stay behind their counters and wait for live prospects to come into the store, brought in by the manufacturer's advertising.

As a first step to waken the dealer to the need for action on his own part, we introduced a

sults, improving the calibre of the dealer, his store and his sales and service. It taught him a great deal about the profits to be reaped by going out after prospects and thus putting the finishing touches to our advertising and to his own.

As a follow-up on this, our company sent its entire corps of factory representatives into a large group of States last year to work with Indian dealers to make it plain to them that results could be obtained by actually stepping out and going after prospects. The entire campaign was described in the October 8, 1925,

issue of PRINTERS' INK on page 17 under the title: "We Got Dealers to Sell Away from Their Doorsteps."

With the start of the 1926 selling season, further to convince any doubters of the importance of taking the automotive product into the open to sell it, Indian made the announcement that a total sum of \$5,000, in cash, would be distributed to Indian dealers in a sales contest in which each man, regardless of the size of his territory, would have an equal chance. And to tie-up closely with the part advertising plays in motorcycle sales, we gave each man a chance to work with us on a direct-mail campaign which would cost him ten cents a prospect, the actual mailing and other detail work to be done by us.

Because the contest announcement came first, I shall take that up before explaining the direct-mail backing.

We put the event up to dealers on a sporting basis, suggesting that motorcycling is a sport and the selling of these machines is a sporting kind of business. Now, we said, let's have some real sport and competition right in our own dealer ranks. We pointed out that of course we are always after sales and profits but that everyone can make more sales and more profits when he is playing in competition with his fellow dealers for prizes.

The contest was to cover the 1926 selling season, which ends August 1, all purchases previous to the announcement of the event to enter into the scoring. Every dealer was eligible, but in order to get into the running and have a chance for the prizes, his purchases must show an increase over 1925, scoring to be based on his gain in purchases over 1925. Sales were figured in number of machines, regardless of model.

All phases of the proposition were studied for months and a sort of open handicap scoring system evolved that would make for fair, close competition. To test the system out, we applied it

to monthly sales records of the past few years and proved that it makes for a close race.

Two classifications of prizes were made. Three thousand dollars were to be divided into seven prizes for the seven highest standings. But, so that everyone would have an incentive to make the greatest possible increase in sales even if he could not rank in that winning group, we made a second group which was to share \$2,000. This was called the 100 Point Club.

I need not go into the handicapping system further than to say that when the dealer's per cent of increase is great enough so that he has gained sufficient points to reach 100, he is considered a member of the 100 Point Club, and every dealer whose purchases at the end of the season are large enough to mean 100 points gain or better will participate in the \$2,000 of prize money—with the exception, of course, of the winners in the first group.

#### HOUSE MAGAZINE IS PUBLISHED

To maintain interest in the contest, "Contact Points" each week keeps up a discussion of all developments, and a monthly standing is published in the same medium. This holds dealers on edge and is responsible for determined efforts on the part of leaders to retain their lead. It also is responsible for getting laggards outside their stores into the selling field. To stimulate everybody, the published standing includes not only those dealers who reach the first and second groups, but also those who have shown fifty points gain and are likely to jump into the prize winning sections within the next thirty days. One column of this standing shows how many purchases each man needs to make in order to equal or better the man just above him.

The contest was announced early in January. Then, on February 5, the direct-mail campaign was brought before the dealers. This is, perhaps, the outstanding feature of the contest.

A folding case, on the cover

# Quashing All Circulation Debate

## *City Circulation Figures*

|                              | 1924   | 1926   | Gain   |
|------------------------------|--------|--------|--------|
| The New Orleans<br>ITEM..... | 40,560 | 50,021 | 9,461  |
| The Times-Picayune           | 50,723 | 51,594 | 871    |
| The Daily States....         | 39,416 | 40,905 | 1,489  |
| The Morning<br>TRIBUNE.....  | —      | 30,891 | 30,891 |

5 out of 7  
newspaper-reading  
families in  
New Orleans read  
The ITEM alone!

*National Advertising Representatives:*

GEORGE A. McDEVITT CO.

250 Park Ave., New York      Peoples Gas Bldg., Chicago

New Orleans  
**Item-Tribune.**

of which was "One Dime—How Far Can You Make It Go?" with a silver ten-cent piece stuck prominently on it, carried to the dealer the three mailing pieces which make up the campaign. A complete explanation of the plan of distribution also was inside the case, and an announcement in "Contact Points" further elaborated the details.

As presented to the dealer, the explanation of the campaign first sold him the idea of direct mail. Then, we pointed out sources from which the dealer could get names for his mailing list. We described the features of the three folders that formed the series, and then went on to talk costs.

"We are able to offer you a campaign of three mailings for this special price of ten cents a name because thousands of these folders are being printed at the same time and because we pay most of the campaign for you. You can tell 100 prospects for only \$10, 500 for only \$50 and so forth. These prices include everything—even postage stamps. *There are no extras.* Your name and address are printed free on the postcards that go with each of these three mailings. All you do is send us your list of names and addresses and we'll do the rest of the work for you." One hundred names was the smallest order to be accepted.

We arranged mailing periods to suit the seasons. "Say you send us a list of names on the first of February. We mail these three pieces to the prospects on this list about two or possibly three weeks apart. On the other hand, a list which would come to us the first of April or the first of May would require closer mailing dates. In such instances, we would perhaps mail them a week apart.

"The same day your list comes in we will start to sell your prospects for you. For your first list of names—your initial start—your regular letterhead or any sheet of paper will do. As soon as your list reaches us we will

send you special forms for additional names."

This method of gaining dealer interest in the advertising and giving our merchants a share in the advertising cost, brought us 60,000 names. We asked dealers to tell us definitely how many names they would supply, arranging matters so that they would send in these names whenever they saw fit.

We sent out cards which the dealers filled in with the number of names he planned to mail to. Let's say he agreed to supply 1,000 names. A card was made out on that basis and placed on file. A week later he sent us his first instalment of names, perhaps 100. We checked this quantity on the card against the 1,000 he agreed to furnish, and at the same time we scheduled the mailing of the three pieces for this first list of names.

#### HOW MAILINGS WERE TIMED

The first piece was mailed out at once; the other two were sent to the advertising stock room and put in a special bin carrying the exact date for mailing. Thus, the regularity of mailing was governed and we were always ahead of the game so far as addressing was concerned. This plan also was flexible and allowed dealers to send names in at any time, though we advised that they be sent in groups not smaller than twenty-five or thirty.

We saw the results from this campaign on every hand. In one week, six men who were well up in the prize lists told us that their increases were due to the direct-mail campaign plus newspaper advertising of their own and plus outside selling effort.

One dealer who never before had employed an outside salesman, figured that he could not increase his business sufficiently without such a man. So he put one on, and now he stands a greater than 50-50 chance of winning enough in the sales contest to pay a good share of the man's salary. Another told us he increased his newspaper advertising

**SAID A CLIENT—**  
after results had justified a plan  
he had at first opposed:

*To have an agency that  
says yes all the time is  
like keeping a dog and  
barking yourself.*

McJunkin  
Advertising Company  
5 South Wabash Avenue  
CHICAGO

# When a "H" be



**N. B.** This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

**THE CINCINNATI**  
*"Goes to the home,*

# a "Highlands lassie" becomes Mrs. Ft. Thomas

**B**EFORE her marriage, Mrs. Ft. Thomas was a belle of the Kentucky highlands. She golfed and rode and danced—she was always busy.

Today, as the wife of prosperous Mr. Ft. Thomas, she still golfs and dances—her bridge club, her Parent-Teachers' Association, a host of other activities claim her attention, too. But she still has time and money to indulge her love for beautiful things. She knows what she wants—and she can afford to buy it.

Now you may ask, "Where does Mrs. Ft. Thomas get her shopping information?" Perhaps these figures will tell you: In all of Ft. Thomas are 1,285 residence buildings. Here, 741 Enquirers are delivered every day.

But such coverage of potential buying power is not the only fact of interest to the advertiser. He wants to reach his readers at a time when their minds are receptive to his message. Could there be a better time, Mr. Advertiser, than that morning hour, just before the shopping trip, when the housewife's thoughts are centered on buying?

I. A. KLEIN

New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles



**ENQUIRER**  
*stays in the home"*

\$250 over last year and plans to get that money out of the contest.

A metropolitan dealer had us mail to 938 names. From the first mailing, in ten days, he got sixty return cards, 75 per cent of which contained the name of another prospect. Forty to fifty absolutely new faces that came into the store were traced to the first folder, and the dealer sold and received substantial deposits from six of these prospects.

A Columbus, Ohio, dealer got new names from 75 per cent of his return cards, and John Hurck, in St. Louis, with a prospect list of 350 names which he circularized consistently from the start of the 1926 season, actually made thirty-five sales. This is a remarkable showing.

Leadership in the prize standings has jumped all over the country from month to month, showing that the plan is working in every section, and net results to date have been:

1. A tremendous amount of enthusiasm backed by determined effort and co-operation;
2. A record volume of sales; and
3. A multitude of new, live prospects.

But, most important of all, the idea has been successful in bringing the dealer to appreciate the manufacturer's advertising.

### Newspaper Campaign for Dyo Shoe Polish

The Dyo Corporation, Dallas, Tex., has started an advertising campaign on Dyo shoe polish. Newspapers in Texas, Oklahoma, New Mexico, Louisiana and Arkansas are being used. The campaign will be enlarged later on. The Pitluk Advertising Company, San Antonio, is directing this advertising account.

### H. G. Hall, Advertising Manager, R. B. Clothing Company

Harry G. Hall has been appointed advertising manager of The R. B. Clothing Co., Inc., and Raab Brothers, Inc., Cincinnati, manufacturing retailers of men's clothing, operating thirty stores in the Middle West. He recently was with the Campbell-Ewald Company, Detroit, and was previously with Carson Pirie Scott and Company, Chicago.

### Help for a Lonely Subscriber

M. J. STERELNY  
GENERAL REPRESENTATIVE  
COMPAGNIE ORIENTALE DE CAPITALISATION  
HARBIN, MANCHURIA  
*Editor of PRINTERS' INK:*

In my position as manager for the Compagnie Orientale de Capitalisation, a public Thrift Bond Society, I am greatly interested in all sorts of literature, books, pamphlets, etc., on the subject of thrift. As you understand, at this part of the world, nothing in the way of instruction, practical or literary, can be had. We are, as you in America say, "thousand miles from nowhere," and at times, with the best of will and energy, we find conditions here against us and at times unsurmountable obstacles. I know of course that you are not an Information Bureau, but perhaps you will find your way clear to help us, the lonely men, in these far away parts.

M. J. STERELNY.

ON the contrary, PRINTERS' INK is an Information Bureau; at least in the sense that it is glad to help its subscribers solve their problems by the citation of references to articles in PRINTERS' INK and PRINTERS' INK MONTHLY, which cover every phase of business as related to advertising, selling, merchandising, and marketing. It is also glad to obtain answers to questions, when possible, from outside sources.

In this particular instance, we have been pleased to assist our lonely subscriber in Manchuria by sending him a complete list of all our various articles on the subject of thrift campaigns, which will be highly useful if he has a file of back copies, and have also enclosed some of the printed matter pertaining to the subject as issued by the National Thrift Committee of the Young Men's Christian Association and the American Bankers' Association. Both of these organizations have made special studies of the matter. This material should enable our reader to find the principles which may be best applied to his local conditions.—[Ed. PRINTERS' INK.]

### Harry Landsiedel Dead

Harry Landsiedel, president of the Dalton Adding Machine Company, Norwood, Ohio, died at that city on May 10 at the age of forty-two. He became president last January.

# Don't Get the Idea That Retailers Are Always Wrong

They Also Have Legitimate Complaints to Make

By Royal W. France

President, Salt's Textile Company

A RATHER heated controversy had arisen between a group of manufacturers who were members of the Home Market Club, which is an organization which is interested in the tariff on the one hand, and a group of retailers, who were members of the National Retail Dry Goods Association, on the other. A committee of manufacturers, of whom I was one, met with a committee of retailers.

For several years, almost every manufacturer whom I know had been "cussing out" the retailers. There were certain practices in which the retailers as a whole were engaging which the manufacturers felt to be detrimental to their interests and to the prosperity of the country. We thought that these meetings with these representative retailers would give us an excellent opportunity to show them the error of their ways. Much to our surprise we found that these retailers had come with an equally long list of equally valid grievances against the manufacturers and were prepared to show us the error of our ways. Before these meetings, we were thinking about our grievances and they about theirs. From then on, I think we began to think of the problem more broadly—as one of abuses and maladjustments which have crept into trade relations generally, for which to blame any one side is useless and to attempt to find which side caused them is as futile as the old question of whether the egg produced the hen or the hen produced the egg. The question of pressing and paramount importance to us all is not one of placing blame but of finding a cure.

Now here is the basic fact which

I have discovered which I think it is important to realize at the outset. Every important abuse on one side has a correlated abuse on the other, and it would be impossible to say on which side the error started. Let me illustrate by giving you a few of the more important abuses which we discovered on both sides and you will see at once how they are related to each other and spring out of each other. In other words, granting the abuse existing on one side, the corresponding abuse on the other is natural and to be expected.

Take for example the practice of hand-to-mouth buying, which has become so prevalent a method in retail practice as to have become one of the most serious business problems with which the manufacturer has to contend.

Set right over against this practice of the retailers, which seems such an abuse to the manufacturers, was placed the practice of manufacturers to take contracts from retailers at a certain price, then on the strength of such contracts, to grow over-enthusiastic in producing the goods, and to produce goods in excess of what could be absorbed. Then, as stocks accumulated, they lower the price so that the retailers who had bought early and given the manufacturer courage to go ahead, frequently found not only that they received no advantage but were loaded up with goods on a declining market, or, if the market continued to advance, only too frequently there were manufacturers who oversold themselves and yielded to the temptation to deliver first the orders taken later at a higher price.

In short, on the one hand we find the hand-to-mouth buying which if carried too far can be

Portion of an address delivered May 11 at the fourteenth annual meeting of the Chamber of Commerce of the United States at Washington, D. C.



## STRONGHOLDS OF INTELLIGENCE



NE-half of the advertising done in national mediums by reputable bankers and investment houses appears in THE QUALITY GROUP.

Adepts in investment, they invest half of their own budget for national promotion in the effort to reach this group of 700,000 families. The success of the effort is indicated by the fact that this sort of thing has been going on for years and years, and still going strong.

Why not?

A reserve of \$2,500,000, *deposited in advance* (in the form of subscriptions fully paid up) is an earnest of the intentions of these 700,000 families, and of their ability to buy what they desire and still have a surplus.

About such a clientele as this, there are several common fallacies.

One fallacy is in setting it to one side as a "luxury market." It is that, naturally. But also, the well-to-do, being human, must eat, wear shoes, wash, work, sleep, rear children. They consume, in

## STRONGHOLDS OF INTELLIGENCE

fact, a greater amount *per household* of the ordinary everyday products—soap and groceries, dry-goods and hardware—than less prosperous homes consume. For they are not only more liberal with themselves, but they have more servants and they entertain more freely.

Second, it is ridiculous to label and tag any such group according to conjectured activities. For example, a maker of golf clubs dismissed THE QUALITY GROUP as appealing only to readers who go to church Sunday mornings! We hope our readers do so. But they also find time for golf. We compared our lists with the roll of members in the Essex County Country Club. Of 720 members of that notable club, 176 were QUALITY GROUP subscribers. (P.S. We got the order.)

Third, never let any one tell you that purchasing power is incompatible with intelligence. The evidence of QUALITY GROUP purchasing power is in the experience of bankers, cited above. The evidence of intelligence is on every page of the six magazines which these 700,000 families buy to read.

Advertising in THE QUALITY GROUP is *next to thinking matter*.

## THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY  
THE GOLDEN BOOK MAGAZINE  
HARPER'S MAGAZINE

REVIEW OF REVIEWS  
SCRIBNER'S MAGAZINE  
THE WORLD'S WORK

Over 700,000 Copies Sold Each Month

a real menace to our prosperity; and on the other we find as a reason, if not an excuse, the losses taken by retailers in having been forced to take goods contracted for and finding competitors getting them cheaper or not being able to get them at all, while later purchasers are getting them by paying the price.

This particular problem is merely an illustration of how each of the abuses on one side have a corresponding abuse on the other, and that there is a remedy available in each case by co-operative conduct on both sides. Other specific examples of abuses on both sides, the relation between which will readily be seen, are:

On the part of the manufacturer—not delivering goods in accordance with sample.

On the part of the retailer—buying too close and leaving no profit to the manufacturer, thereby tempting him to skimp his qualities.

On the part of the manufacturer—failure to deliver when prices advance.

On the part of the retailer—unjustified returns of merchandise.

On the part of the manufacturer—bribery of buyers.

On the part of the retailer—bribery of salesmen.

On the part of the manufacturer—failure to produce satisfactory qualities and styles to attract consumer interest.

On the part of the retailer—attempting to create a variety of numbers and exploit foreign merchandise when equally good or better domestic merchandise is obtainable.

There are many other abuses on the part of the retailer and the manufacturer, among which are:

On the part of the manufacturer—selling competitor when the line is supposed to be exclusive. Misrepresentation by salesman. Salesman promising things that the house cannot fulfill. Salesman urging the retailer to overbuy. Manufacturer accepting orders that he cannot deliver. Salesman's lack of knowledge of the goods and house's ability to fill orders. Selling direct to the consumer. Ad-

vertising too low a resale price. Failure to deliver at the appointed time. Disregard of shipping instructions. Delivering in three or four shipments goods that are supposed to be delivered in one shipment. Delivering more than buyer ordered of cheap goods. Delivering short on yardage. Delivering imperfect or soiled goods. Delivering goods ahead of invoice. Delivering substitutions of sizes, colors, numbers or patterns.

On the part of the retailer—unjust returns and unreasonable cancellations. Failure to confirm orders. Unnecessary deferring of seeing salesman. Refusal to look at new lines. Taking discounts not earned. Unreasonable demands for concessions. Using buying power of groups of stores buying together to force prices down to unreasonable levels. Unreasonable price cutting.

In short, all of these problems which arise between the manufacturer, salesman, jobber and the retailer are all abuses which have naturally sprung up from a too close consideration of what is deemed to be the firm's selfish interest without the full realization that the most enlightened form of self interest results in that cooperation with one's fellows which brings about an easier and sounder solution of the problems of business and of life.

#### Jay Young Returns to Sheldon Axle and Spring

Jay Young, formerly Eastern sales manager of the Sheldon Axle and Spring Company, Wilkes-Barre, Pa., has returned to that company as assistant sales manager. He was recently sales manager of the Willys-Morrow Company, Elmira, N. Y.

#### Appoints Bryant, Griffith & Brunson

The Salisbury, N. C., Post has appointed Bryant, Griffith & Brunson, Inc., publishers' representative, as national advertising representative.

#### Philadelphia Agency Changes Name

The Bertram May Advertising Agency, Philadelphia, has changed its name to May Advertising, Inc.

# Who knows the "Agency Man" who writes like this?

Mr. John H. Livingston, Jr.  
425-5th Avenue, N.Y.C.

He objected to one of the statements I made in a recent advertisement in Printers' Ink and in an unsigned communication he asked me to give him credit for "some sense." I do, but not for *much* courage. I also believe that the list of advertisers below who are using advertising space in the Fifth Avenue coaches and paying the low rate of 20 cents to \$1.00 a thousand according to the position their cards occupy, to reach the high class constituency who use the coaches, *have some sense*.

|                              |                           |                      |
|------------------------------|---------------------------|----------------------|
| American Bond & Mortgage Co. | Charles Gulden, Inc.      | Ovington's           |
| Bonwit Teller & Co.          | Knabe Piano Co.           | Pepsodent Toothpaste |
| A. Bourjois & Co.            | Happiness Tea Room        | Revillon Frères      |
| Coty, Inc.                   | Hudson River Day Line     | Roger & Gallet       |
| Childs Restaurant            | Harper's Bazar            | W. & J. Sloane       |
| Thomas Cook & Son            | H. J. Heinz Co.           | Stern Brothers       |
| Dollar Savings Bank          | Julius Kayser & Co.       | The Spur             |
| Flint & Horner               | National City Co.         | Van Raalte Co.       |
| Franklin Simon & Co.         | Sanka Coffee              | Vantine              |
| Gorham Co.                   | S. W. Straus & Co.        | Wanamaker's          |
| Gotham Gold Stripe Hosiery   | Naiad Dress Linings, etc. | Venus Pencils        |
|                              | Olcott Hotel              | Wheatsworth Biscuits |

This "agency man" may have a good account for me. I wish he had signed his name so I could have taken him to lunch and argued it out with him. This is not a blanket luncheon invitation to my agency friends. You will have to duplicate this writing to get the lunch.

Agency commission 13%

Cash discount 3%

## JOHN H. LIVINGSTON, JR.

Advertising Space in the Fifth Avenue Coaches

(The ten-cent fare coaches in which  
no passengers are allowed to stand.)

425 Fifth Avenue, New York

Telephone 0260 Caledonia

# *Are You Reaching* The ONLY Group By one Single



THE American Legion Weekly is the one publication which gets closest to the heart-beats of its particular readers.

For the Legionnaire—while a man of the present, also lives in the past. Nothing that can happen to him looms so BIG in his life as his participation in the world war. Out of

# whose Soul is Stirred MEMORY ?

that background of war-service he has formed his ideas of his keener citizenship obligation. Out of that memory of detachment from all home ties he has coined a more abiding love for home —a greater appreciation of the comforts of home.

No other group of men in America has quite the same reactions as the Legion man. Certainly NO publication stirs the imaginations of ANY group

as the pages of his Legion Publication stir the Legionnaire.

He reads it. He believes in it. He cherishes it.

It is his link with the ever-living past. It is his bond with Buddies, some of whom have passed away. It is the expression of his BIGGEST thoughts. It may not appeal to others—but to HIM it is, the Bible excepted, the most vital piece of printing in the world.

## *The* **AMERICAN LEGION** *Weekly*

331 Madison Avenue New England Representative 410 N. Michigan Ave.  
New York, N. Y. CARROLL J. SWAN Chicago, Ill.

Pacific Coast Representatives: BLANCHARD—NICHOLS—COLEMAN

# Newspaper Advertiser Makes Close Tie-up with Polar Flight News

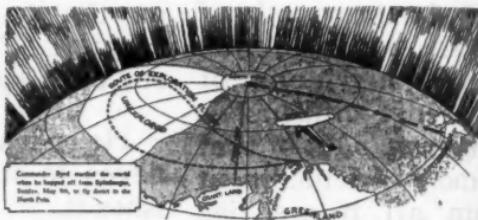
Fast Work on the Part of the Vacuum Oil Company Enabled It to Cash In on Use of Mobiloil in Commander Byrd's Airplane

**B**YRD flies to North Pole and back; round trip from Kings Bay in 15 hours, 51 minutes; circles top of the world several times." Thus on its front page on Monday morning, May 10, did the New York *Times* feature, in a three-line display caption, full width of paper, the successful accomplishment of Lieutenant-Commander Richard E. Byrd, U. S. N., in his air dash to the Pole. In the same issue appeared a two-thirds page advertisement of the Vacuum Oil Company bearing the caption, "Byrd reaches his goal!"

Such examples of advertising tied up closely with news are sufficiently rare to attract attention and are always of interest to advertising men, for the reason that while it looks easy to the uninformed public, advertisers know it is practically impossible of accomplishment without careful planning in advance, co-operation on the part of everybody concerned, hard work and a good break of luck.

In the present instance, all the usual difficulties were in evidence, but in addition an element that hadn't been counted on came into the situation and nearly put all the carefully worked out arrangements into the storehouse. This was Commander Byrd's sudden decision to hop off from Spitzbergen on Sunday, May 9, whereas his original plan was to fly first to Peary Land and hop off from there sometime about May 15.

The Vacuum Oil Company had planned to take advertising advantage of the opportunity thus presented. Mobiloil was to be used for lubricating the engines of Commander Byrd's Fokker Mono-



## Byrd reaches his goal!

Mobiloil-lubricated Fokker plane carries him safely to top of the world!



The Polar Monoplane. *Josephine Ford* is the name of the plane used by Commander Byrd in his flight to the North Pole. It is a single-seat, open-cockpit, single-engine, monoplane. It has a wingspan of 36 feet, a length of 22 feet, and a height of 7 feet. It is built of wood and has a fabric covering. Weight about 1,200 pounds.



Ship *Eric A. Kebbell*. Commander Byrd's supply ship. It is a 1,000-ton freighter built at the New York shipyards. It has a length of 160 feet, a width of 28 feet, and a height of 12 feet. It is built of steel and has a fabric covering. Weight about 1,200 tons.



Ship *Eric A. Kebbell*. Commander Byrd's supply ship. It is a 1,000-ton freighter built at the New York shipyards. It has a length of 160 feet, a width of 28 feet, and a height of 12 feet. It is built of steel and has a fabric covering. Weight about 1,200 tons.



Commander Byrd



Members of the crew



Mobil

Made for your job

Vacuum Oil Company

Headquarters: 61 BROADWAY, NEW YORK  
Division Offices: Chicago, Kansas City, Minneapolis

THIS PIECE OF COPY APPEARED SIMULTANEOUSLY WITH  
NEWSPAPER ACCOUNTS OF THE EVENT

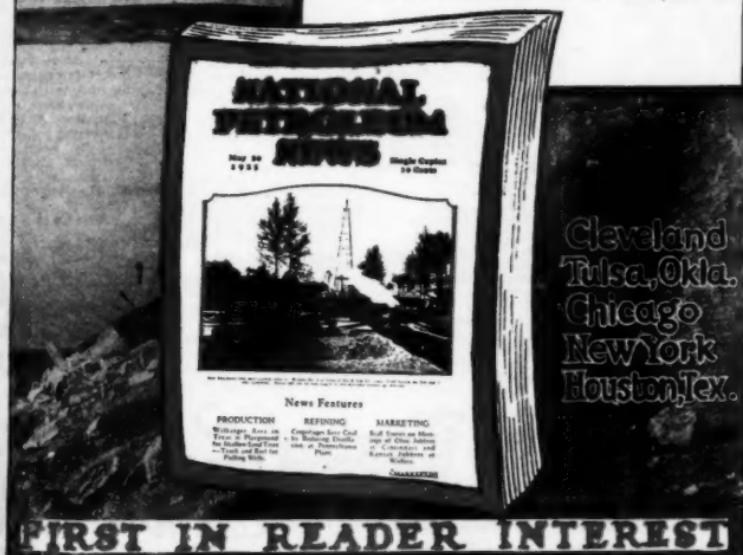
plane, the *Josephine Ford*. Advertisers will remember that the company made advertising capital out of the fact that Mobiloil was used by the Army Fliers in their round-the-world flight in 1924.

Newspapers in 123 cities are now being used by the Vacuum Oil Company in a campaign of advertising on Mobiloil. When Commander Byrd's polar flight became definite as to time and place of departure, the company planned to

In the speed and  
hustle of the Oil  
Industry a busy  
executive will  
read only news  
that is vital with  
up-to-the-minute  
interest. 



Few business papers spend as much on editorial matter as does NATIONAL PETROLEUM NEWS



**FIRST IN READER INTEREST**

# 690 National Advertisers did the job in St. Louis and -using The Globe-Democrat

The Roster of our Exclusive Set for 1925 reads almost like that of the United States Chamber of Commerce. Here are a few of the 690 advertisers who used The Globe-Democrat alone among St. Louis newspapers in 1925.

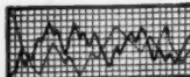
#### OF COURSE!

Here's the newspaper—the only one—which covers both St. Louis and The 49th State, its great tributary market (radius 150 miles).



#### Automotive

R. J. Brown Petroleum Co. (Brown's-Oyl)  
Michelin Tire Co.  
Pierce-Arrow Motor Car Company  
Procter & Gamble (Ivo Radiator Glycerine)  
Vacuum Oil Company  
Yellow Cab Mfg. Sales Corp. (Yellow Cab Trucks)



#### Business Service

American Appraisal Co.  
American Credit Indemnity Company  
American Mutual Liability Insurance Co.  
Babson's Statistical Organization  
Ernst & Ernst  
Rice Leaders of the World Association



#### Clothing

Associated Knit Underwear Mfrs.  
F. Berg & Company (Sta-Shape Hats)  
Berkley Knitting Co.  
J. W. Carter Shoe Company

#### Clothing—Cont.

Cooper Underwear Corporation  
Dunfield Health Underwear Company  
Gibbs Underwear  
Glastonbury Knitting Co.  
H. W. Gossard Co.  
Heidelberg-Wolff & Co.  
Hewes & Potter (Spur Ties)  
Interwoven Stocking Co.  
B. Priestley & Co.  
Sealpax Company  
Stacy-Adams Company  
Warner Brothers Company, Inc. (Redfern Corsets)



#### Drug Specialties

Ferd T. Hopkins Company (Mothersill Remedy)  
Juniper Tar  
Radway & Company (Radway's)

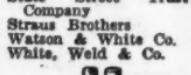


#### Financial

A. C. Allyn & Co.  
Ames, Emerich & Co.  
Associated Gas and Electric Company  
A. G. Becker Co.  
Blyth, Witter & Co.  
Bonbright & Company  
George H. Burr & Company  
H. M. Bylesby & Company

#### Financial—Cont.

Camp, Thorne & Co.  
Chandler & Company  
Commonwealth Bond Corporation  
Equitable Trust Company of New York  
Federal Securities  
George M. Forman Company  
Frazier & Company  
Hamilton & Co.  
W. A. Harriman & Co., Inc.  
Harris Trust & Savings Bank  
Hayden, Stone & Co.  
Hill, Joiner & Co.  
Hoagland, Allum Co.  
Kennedy & Company  
Lage & Company  
Mfg. Trust Company  
Mitchell, Hutchins Co.  
National Bank of Commerce of New York  
National Surety Co.  
John Nickerson & Co.  
Otis & Company  
Pearsons-Taft Co.  
Wm. L. Ross & Co.  
Edw. B. Smith & Co.  
Spencer, Trask & Co.  
State Street Trust Company  
Straus Brothers  
Watson & White Co.  
White, Weld & Co.



#### Beverages and Food Products

Bayle Products Company (Bayle Mustard)  
Burger Brothers Company (Buckeye Malt)  
Cap Sheaf Bread Co.  
Hell Packing Co.

#### Sauces and Food Products—Cont.

Maull Brothers (Feast Spaghetti)  
National Food Show  
Rumford Baking Powder Co.



#### Hardware and Building Material

Alabastine Co.  
Atles Portland Cement Company  
Barrett Company  
E. L. Bruce Co.  
Condie-Bray Glass and Paint Co.  
Davenport Locomotive Works  
Duriasoque Manufacturing Co.  
General Asphalt Company (Ambleite)  
Interstate Steel  
Johns-Manville, Inc.  
Marquette Cement Mfg. Company  
Nicholson File Co.  
Rockwood Corporation of St. Louis  
Southern Cypress Mfg. Assn.  
U. S. Gypsum Co.  
Winslow Boiler and Eng. Co. (Kleen-Hest)



#### House Furnishings

George W. Blaum Co.  
Charter Oak Stove and Range Co.

**St. Louis Globe**  
*The Largest Daily in*

F. St. J. Richards - - - New York  
Guy S. Osborn - - - - Chicago  
J. R. Scolaro - - - - Detroit

# Advertisers

## Louis and The 49<sup>th</sup> State

### St. Louis Democrat *Exclusively*

What wonder that our Exclusive Set is growing. The 1925 roster showed an increase over 1924, and with 1926 business showing big progress in this market, St. Louis' Largest Daily offers more than ever before to advertisers.

If you want efficiency in advertising and sales, and if you want economy—here's a famous newspaper at your service. With a Research Division and a Service and Promotion Department to help you do the job well in St. Louis and The 49th State.

**House Fur.**—Cont.  
Cleveland Metal Products Company  
Graham Company  
Majestic Electric Appliance Company  
Richardson & Boynton Co.  
Wm. A. Rogers, Ltd.  
St. Louis Tent and Awning Company  
Squeeze Eye Mop Co.  
Walker Oil Burner Corporation  
M. J. Whittall Associates



#### Office Supplies

American Lead Pencil Company  
Autopoint Company  
Cunklin Pen Mfg. Co.  
Dictaphone Sales Corp. (Dictaphone)  
Hampshire Paper Co.  
Mack-Billott Paper Co.  
H. G. McFadden & Co. (Mineralite)  
Richardson, Leaver Fixture Co.  
Royal Typewriter Co.  
Wahl Pen Company



#### Publishers

Boston Globe  
Boston Herald Traveler  
Chicago Tribune  
Conde Nast Publications, Inc. (Vogue)

**Publishers**—Cont.  
Crowell Publishing Co. (American Mag.)  
Crowell Publishing Co. (Collier's)  
Curtis Publishing Co. (Country Gentleman)  
Curtis Publishing Co. (Sat. Eve. Post)  
Household Mag. Co.  
Iowa Daily Press Assn.  
Liberty Magazine  
Macmillan Company  
New York Herald Tribune  
New York Sun  
Philadelphia Inquirer  
Philadelphia Public Ledger



#### Radio

Equitable Radio Corporation  
Federal Radio Corp.  
Press Radio Corp.



#### Smokers' Supplies

American Tobacco Co. (Herbert Tareyton)  
American Tobacco Co. (Roi Tan Cigar)  
Consolidated Cigar Corp. (Dutch Masters Cigar)

**Smokers' Sup.**—Cont.  
Consolidated Cigar Corp. (Harvester Cigar)  
Continental Tobacco Co. (Dunhill Cigarettes)  
Deisel-Wemmer Co. (El Verso Cigar)  
H. Fendrich, Inc. (Chas. Denby Cigar)  
General Cigar Co. (Robert Burns)  
Grandia, Annis & Co. (Don Julian)  
Liggett & Myers Tobacco Co. (Piedmont Cigarettes)



#### Toilet Requisites

American Safety Razor Co. (Gem Safety Razor)  
Caron Corporation (Parfums Caron)  
Harpicide Co. (New brom's Harpicide)  
Houbigant, Inc.  
Geo. W. Luft  
I. W. Lyon & Sons, Inc. (Dr. Lyon's Tooth Powder and Cream)



#### Travel

Boulder Chamber of Commerce  
Bowman Biltmore Hotel  
Canada S. S. Lines (Australia)

**Travel**—Cont.  
Cecil Hotel  
Cleveland & Buffalo Transit Co.  
Corpus Christi Chamber of Commerce  
Dennis Hotel  
Foster & Reynolds Co.  
Frank Tourist Co.  
Great Lakes Tours  
Italia American Shipping Co.  
Lampert & Holt Line  
La Salle Hotel  
Leipsic Sample Fair  
Longview Company  
Miami Biltmore Hotel  
Portland Chamber of Commerce  
San Antonio Chamber of Commerce  
Wisconsin Land o' Lakes, Inc.



#### Miscellaneous

American Art Galleries  
Brown, Boveri & Co., Ltd.  
Central Engraving Co.  
Childe Restaurant  
Samuel T. Freeman  
Goodyear Tire & Rubber Co. (Golf Ballis)  
Ingersoll Watch Co.  
Lumaghi Coal Co. (Cantines)  
Monticello Seminary  
Pathé Exchange, Inc.  
Reliance Eng. Co.  
Shinola Company  
J. R. Thompson Rest.  
John Wanamaker (Flash Golf Ball)

# Democrat

## in The 49th State

C. Geo. Krogness - San Francisco  
Dorland Agency, Ltd. - - London

insert in its schedule an advertisement featuring the accomplishment and get mats into the hands of the newspapers so that on the very day when the big event would break in the news, the papers would be in a position to run the advertisement.

To this end, an illustration was made of the North Polar region, Spitzbergen, Peary Land, Grant Land, the unexplored territory over which Commander Byrd was to fly, with dotted lines showing his route from Spitzbergen to Peary Land, thence to the Pole, and the exploration flight. Other illustrations of various supplementary features were prepared, the copy was written, mats were made of the complete advertisement and with the necessary instructions everything was en route to the newspapers in plenty of time, when—

Came dawn, and Sunday, May 9. The New York *Times* of that date carried the startling announcement that Commander Byrd had hopped off from Spitzbergen and was on his way that very day. Eben Griffiths, advertising manager of the Vacuum Oil Company, and his assistant, P. F. Wiggin, with representatives of the company's advertising agency, got into telephonic communication with one another from their homes. The advertisement scheduled for use should be run on Monday May 10, assuming that the flight to the Pole would be successfully accomplished and that the news announcement of that fact would appear in Monday papers. As a result of the telephone conference, the illustration of the advertisement was changed to show Commander Byrd's flight direct from Spitzbergen to the Pole instead of from Peary Land. The following matter was set up and inserted in a box in the illustration: "Commander Byrd startled the world when he hopped off from Spitzbergen, Sunday, May 9, to fly direct to the North Pole." Thus the advertisement as it appears in connection with this article was ready for use in New York on Monday. An extra proof of it was made and sent to Phila-

delphia on the midnight train Sunday night and was received there in time for use in a Monday afternoon paper.

On Sunday, Mr. Wiggin, of the Vacuum company advertising department, arranged with the New York office of the Telephotograph Department of the American Telephone and Telegraph Company to have telephotographs of the complete advertisement sent to Chicago and San Francisco. Sending and receiving apparatus for telephotographs are maintained at present only in New York, Chicago and San Francisco. From its Chicago office the telephone company delivered a print of the advertisement to Chicago and Milwaukee newspapers. The advertisement appeared in the Chicago paper on Monday and in the Milwaukee paper on Tuesday. Similarly, from the San Francisco office of the telephone company prints were sent to San Francisco and Los Angeles newspapers.

At Chicago ten extra prints were mailed Monday night to newspapers in Columbus, Toledo, Birmingham, New Orleans, Nashville, Omaha, Denver, St. Louis, St. Paul and Louisville. At San Francisco four extra prints were mailed Monday night by air mail to newspapers in Salt Lake City, Spokane, Portland, Oregon, and Seattle. Newspapers in sixteen additional cities received the text of the advertisement by telegraph to be run as an all-type set-up. All of these papers carried the advertisement in two-thirds page size.

The same advertisement in smaller size was forwarded to newspapers in seventy-three additional cities for use at the latter end of the week.

Full text of the advertisement follows:

From the frozen Arctic comes the radio message of Lieut.-Commander Byrd's successful flight to the region of the North Pole.

This marks off another great achievement for flying, for a Naval aviator, and for a Mobiloil-lubricated airplane.

Commander Byrd chose Gargoyle Mobiloil as the one oil supremely qualified to meet the unusual demands made upon the Wright engines of his Fokker plane. He knew correct lubri-

# WHAT WE OWE TO THIRTY-FIVE YEARS

---

VARIOUS criticisms might be leveled at age in an advertising agency.

The adjectives *conservative*, *solid*, *substantial*, are frequently applied; not without the idea that they may carry some such quiet implication as old-fashioned, stodgy, and complacent.

But age confers certain benefits upon an organization.

Every day our people hear of some newer agency struggling with a problem that we mastered years ago — just when, we have forgotten; just how, we might find it difficult to specify; except that today what is an unsolved difficulty with some is smooth-running routine with us.

Perhaps two of the weightiest problems that any agency has to consider

are the twin creative problems of copy and art.

On our staff at the present time are some five art directors. Years ago, when our volume of business required the services of more than one art director, we were somewhat perplexed over the question of finding art director number two.

It is possible and often practicable to hire capable art direction, but three of our art directors were developed within our own organization.

Then there is the problem of developing and managing a group of able copy writers. It is a matter of pride with us that our present staff is mainly composed of men and women who, although cutting their literary eye-teeth elsewhere, have matured largely since they came with us.

Quite recently, published announcements appeared, stating that all the Colgate advertising would hereafter be directed by us. Within the fortnight we were bombarded with letters and telephone calls from copy men seeking employment on the strength of the news.

This would have seemed surprising to us if the same thing had not happened many times before when other large advertisers had engaged us. It is difficult to realize that there is any widespread practice of employing new people to serve new business. It was many years ago that we decried the practice of selling service short.

Perhaps the kindest thing that was ever said about George Batten Company was that its work constant-

ly improved because of a "noble dissatisfaction." Not the dissatisfaction that manifests itself occasionally in a teacup revolution, but the sane, healthy dissatisfaction that is the saving grace of every democratic organization — dissatisfaction with the idea that the way we did things last year was the best way — or the only way.

And this attitude among our men is one of the reasons why we have found it possible to expand along with our clientele with very little necessity for seeking major strength outside our own organization.

As a more sagacious Father William might have remarked to the young man, "in thirty-five years we have learned not to stand on our heads."

#### GEORGE BATTEN COMPANY, INC.

##### *Advertising*



NEW YORK  
383 Madison Avenue  
BOSTON  
10 State Street  
CHICAGO  
McCormick Building

GEORGE BATTEN COMPANY, INC. ♦ NEW YORK ♦ CHICAGO ♦ BOSTON

cation would be perhaps the most important single factor in the reliable operation of the airplane's motors.

Facing great hazards in the Arctic ice, fog and winds, he could take no chances on faulty lubrication.

To the ordinary perils of flying over dangerous country, must be added the biting Arctic cold which made engine operation, and especially lubrication, extremely difficult.

Once again, Gargoyle Mobiloil has played a vital part in a history-making venture.

It was Gargoyle Mobiloil that lubricated the U. S. Army Round-the-World flight in 1924—perhaps the most famous of all adventures of the air. In many other famous flights Mobiloil has played its important part.

This is not a special oil prepared for this test. It is the same Gargoyle Mobiloil that is on sale by good dealers everywhere. Sixty years of specialization in lubrication have given Mobiloil the qualities that caused Commander Byrd to select it. These same high lubricating qualities recommend the use of Mobiloil in your automobile.

Close examination of the foregoing text, the caption and sub-caption of the advertisement, as well as the five small illustrations with their captions, as shown in the accompanying reproduction, will enable the reader to see how carefully every detail had been thought out in advance to make the advertising story jibe with the news whenever the news might break. Had Commander Byrd merely advanced his date without changing his route, all newspapers on the list could have made the advertisement synchronize with the news just as was the case in New York, Philadelphia and Chicago.

### Campaign Started for Natural Bridge, Va.

A campaign has started in Virginia newspapers for Natural Bridge, Va. Newspapers and magazines in the North and East will be used later. Ralph L. Dombrower Advertising, Richmond, Va., is directing this campaign.

### J. A. McDonough with "Life"

Joseph A. McDonough, formerly manager of the travel bureau of the Condé Nast Publications, New York, has joined *Life*, also of that city. He will be in charge of travel advertising.

### H. P. Withers Joins Blackett & Sample

H. P. Withers has joined the staff of Blackett & Sample, Inc., Chicago advertising agency, as a space buyer.

### Fifth Avenue Doesn't Interest Peoria

HARRY CLATFELTER, ADVERTISING  
PEORIA, ILL., MAY 11, 1926.

#### *Editor of PRINTERS' INK:*

Congratulations to H. K. Dugdale on his article "Why All This High-Hattery?" I think he says something and says it right out loud.

Just a few evenings ago we were driving past a posterboard showing a couple of New York night clubbers (evidently) in their high hats 'nevething, lighting each other's Chesterfield cigarettes, and friend wife says, "Does that kind of a picture make a man want to smoke that kind of a cigarette?" which question gave me a beautiful opportunity to discourse to her at length on the foolishness (from my learned viewpoint!) of trying to influence Mike Finn, George Martin, Alec Barnum, George Smith (not Smythe) into buying Chesterfield cigarettes by representing to them that these birds in high hats smoked the same kind.

I might also add that when the same wife saw in a recent issue of the *Saturday Evening Post*, that a Mrs. Vanderbilt, I think it was, found a certain brand of oleomargarine indispensable to her table service, she asked me "I wonder how much they paid that woman to write that testimonial?"

It happened that friend wife was going to a bridge club that evening so I suggested that she mention this advertisement to the other bridge clubbers. They were all of the same mind so far as the effectiveness of the advertisement was concerned and one of them wondered if Mrs. Vanderbilt might have been needing a little change to settle some bridge debts with and had used that method of financing her obligations. None of them hurried to the grocer to buy the oleo.

HARRY CLATFELTER.

### R. L. Seward with Rochester Agency

Rossiter L. Seward, who has represented the *Boot and Shoe Recorder* for the last seven years in New York State, has become associated with H. C. Goodwin, Inc., Rochester, N. Y. advertising agency. He continues as representative of the *Boot and Shoe Recorder*.

### G. H. Hall, Sales Manager, Universal Tiller Company

Guy H. Hall has been appointed sales manager of the *Universal Tiller Company*, New York. He also will be in charge of advertising. Mr. Hall was formerly manager of the Ford Power Equipment Exhibition, also of New York.

### I. E. Bradley Dead

I. E. Bradley, former publisher of the *Sacramento Union*, died at Berkeley, Calif., on May 11. He was sixty-four years old.



*"There's a Difference  
in Farm Papers"*

Successful Farming is edited and published for the families of general farmers—those practicing diversified rather than specialized or one-crop farming—the farmers who raise grain and livestock, while also producing their share of dairy products, poultry, fruit and the like.

It is our purpose to give 100% editorial service to the families of these general farmers, who live mostly in the "Heart States."

## MEREDITH PUBLISHING COMPANY

SUCCESSFUL FARMING—THE DAIRY FARMER  
BETTER HOMES AND GARDENS

F. O. BOHEN, *Advertising Director*

E. T. MEREDITH, *Publisher, Des Moines, Iowa*

# SUCCESSFUL

Chicago Office:  
123 W. Madison St.

New York Office:  
270 Madison Ave.

St. Louis Office:  
Syndicate Trust Bldg.

Kansas  
Land

There always have been and always will be "Modern Farmers."

The Modern Farmers of today are those who apply the most progressive farming methods of today.

Successful Farming, from its beginning years ago, has furnished and is furnishing today inspiration and practical farm knowledge to the Modern Farmers.

# AGRICULTURAL FARMING

Kansas City Office:  
Land Bank Bldg.

Minneapolis Office:  
Palace Bldg.

Western Office:  
Sharon Bldg., San Francisco

**Nova Scotia****New Brunswick****Quebec Ontario**  
**Prince Edward Is.**

**IN CANADA** as elsewhere you can stop and start—you can use copy suitable for a section—seasonable copy—topical copy—you can “zone” your advertising—go heavy here—light there—**WHEN YOU USE NEWSPAPERS.**

*And in Canada (perhaps more so than in other countries) people rely on newspapers for their news, views and advertising.*

*When are you going to start using the Canadian newspapers to help sell a prosperous people?*

## The Daily Newspapers of Canada

*Write these papers—ask your agency*

### Pacific Market

|           | Population | Newspaper |
|-----------|------------|-----------|
| Vancouver | 175,000    | Province  |
| Victoria  | 60,000     | Colonist  |

### Prairie Market

|            | Population | Newspaper      |
|------------|------------|----------------|
| Winnipeg   | 280,000    | Free Press     |
| Winnipeg   | 280,000    | Tribune        |
| Edmonton   | 70,000     | Journal        |
| Lethbridge | 15,000     | Herald         |
| Calgary    | 75,000     | Herald         |
| Regina     | 35,000     | Leader & Post  |
| Saskatoon  | 31,000     | Phoenix & Star |
| Moose Jaw  | 20,000     | Times & Herald |

### Maritime Market

|         | Population | Newspaper     |
|---------|------------|---------------|
| Halifax | 75,000     | Herald & Mail |

### Ontario Market

|            | Population | Newspaper      |
|------------|------------|----------------|
| Toronto    | 650,000    | Globe          |
| Toronto    | 650,000    | Telegram       |
| Hamilton   | 121,000    | Spectator      |
| London     | 70,000     | Advertiser     |
| London     | 70,000     | Free Press     |
| Kingston   | 25,000     | Whig           |
| Kitchener  | 30,000     | Record         |
| Peterboro  | 25,000     | Examiner       |
| Brockville | 12,000     | Recorder-Times |

### Quebec Market

|            | Population | Newspaper              |
|------------|------------|------------------------|
| Montreal   | 839,000    | Gazette                |
| Quebec     | 117,500    | Le Soleil<br>(French)  |
| Sherbrooke | 25,000     | La Tribune<br>(French) |

**Manitoba****Saskatchewan****Alberta**  
**British Columbia**

Prepared by SMITH, DENNE &amp; MOORE, Ltd., General Advertising Agency, Toronto, Canada

# Farm Market for Electrical Devices Opening Up

A New Merchandising Opportunity and a New Era in Farm Life Is Just Around the Corner, Agricultural Leaders Say

THE extension of electric service to farm communities and the profitable use of this service in farm operation as well as in the home are two developments that leaders of agricultural thought believe cannot be long postponed. At a rural electrification conference held at Chicago, May 12 and 13, under the auspices of the Agricultural Publishers Association, farmers, implement manufacturers, public utility representatives and the heads of agricultural departments at several State universities declared that electricity on the farm is no longer an impractical dream.

The electrified farm still presents a problem which is not entirely solved, they agreed. There are still many electric appliances which cannot be used economically in sparsely settled communities, but the way is rapidly being cleared by investigation and experiment to a new and profitable market for the manufacturer of electrically operated appliances and equipment.

Opinion based, not on half-facts, but on the results of several years of research and careful analysis expressed itself definitely at the Chicago conference on several points. These are:

1. Electrification will make farm life better and more wholesome, producing a higher standard of living and allowing farm women to become good homemakers as well as good housekeepers.

2. Electrification will make farming more profitable. Carefully supervised tests have proved that at least a dozen different farm jobs can be done cheaper and better with electrically operated equipment.

3. Public utility companies are making every effort to offer rural communities service and rate schedules that will encourage the full use of power by farmers.

Manufacturers are offering the farmer who cannot get electric service from a utility company power units at a very low cost.

4. Many types of farm equipment not suited to electric drive will have to be rebuilt but manufacturers are disposed to go ahead on this work of rebuilding, believing that there is a market in the making for these new pieces of equipment and also that electricity will restore the parity of profits between farming and manufacture.

5. The farmer must be educated by advertising and by demonstration on how to do many of his old jobs in a new way. Right now he needs this type of education more than he needs sympathy, and this need must be met for the reason that too often he believes conditions outside of his control are to blame when he operates without a profit.

"Manufacturers together with others must go out and tell the story of electricity on the farm," said G. I. Christie, Director of Agricultural Extension Service, Indiana Agricultural Experiment Station, in opening the conference. "They must sell the idea that the farmer can afford electricity. Improved conditions and increased profits have been found to follow the introduction of electricity into the activities of the farm."

## A FARMER SPEAKS

Ralph Arbogast, a farmer of Union City, Mich., who has operated his farm largely on electricity for two or three years, gave some of the figures on costs and work accomplished. "Before I installed an elevator and a motor in my granary it required the help of four good men working at top speed to handle and bin the grain threshed on our farm in a season," he said. "The men were paid at

a rate of \$3.50 a day. That meant \$14 a day for labor for four days, a total of \$56 besides board which brought the total to \$75. After installing a motor and an elevator at a cost of approximately \$100, the cost for labor, electricity, depreciation and interest on the investment was \$14 a season. A boy watched the elevator and motor do the work of four men. This same motor operates a cleaner for screening and blowing seed wheat, oats, barley, clover seed and corn."

Over 20,000 farms or 11 per cent of all the farms in Wisconsin now have electricity, according to Prof. F. W. Duffee, of the University of Wisconsin. One-half of these farms have service from some transmission line and the others have farm lighting plants. Most of the farmers in the State, he said, are willing to pay for line service on a reasonable and equitable basis. Near Ripon, Wis., an experimental electric line was established about two years ago. This has permitted the University to determine what electric equipment can be practically and economically used on farms.

A number of electric appliances have clearly proved their mechanical and economic worth for farm use, Prof. Duffee said. These are: cream separators, electric irons, milking machines, water heaters for dairying, water pumps where a windmill is not now serving, washing machines, electric incubation and brooding, and vacuum cleaners and sewing machines where they can be afforded.

Several appliances have proved their worth or show promise of being satisfactorily developed for electric operation. These are: grain elevating and handling machinery, feed grinders, bone grinders for chicken feed, general utility motors, hay hoists and individual cooking units. Under the heading of "proved mechanical operation but of very doubtful economic value to the average farm" Professor Duffee places: electric ranges, electric ironers, electric refrigerators and water heaters for household use.

F. H. McCormick, of the Edison Electric Appliance Company, emphasized the necessity of getting the selling price down to a minimum in trying to put electric appliances into the farm home. His company, he said, had succeeded in selling only a small percentage of its production to farmers, but that the small town is extremely progressive electrically.

Some twenty States are conducting electrification projects at the present time. By tying in with these efforts, by working with public utility companies and by proper advertising to the farm market, more electrical merchandise can be put into farm operation.

### Campaign Started on Earle Period Hardware

The Earle Hardware Manufacturing Company, Los Angeles, Calif., period hardware, has started an advertising campaign in architects' journals and hardware magazines. Consumer publications, supported by direct-mail advertising, will be used later. The Mayers Company, Inc., Los Angeles advertising agency, is directing this campaign.

### S. E. Ryder Joins Vlcek Tool Company

Samuel E. Ryder has joined the Vlcek Tool Company, Cleveland, as general sales manager. He has been general manager of the Moto Meter Company of Canada, Ltd., Hamilton, Ont.

### Death of George E. Fitzsimmons

George E. Fitzsimmons, business manager and secretary of the Lockport, N. Y., *Union-Sun and Journal*, died last week. He had been business manager for the last fourteen years.

### Olympia, Wash., "Olympian" Appoints J. E. H. Markle

John E. H. Markle has been appointed business and advertising manager of the Olympia, Wash., *Olympian* and *Recorder*.

### Detroit Agency Changes Name

The name of Cole-MacDonald-Wood, Inc., Detroit advertising agency, has been changed to MacDonald-Ramsdell-Wood, Inc. The officers and directors remain the same.



## Who are the people that live on McCall Street?

They are people on the sunny side of life, mostly married. People with children — with all the needs that families have. Yet people who own motor cars and belong to clubs. They own their own homes or plan to own homes soon.

They entertain frequently — at bridge, at dinner, at tea. They dance. They go out. In their homes and in their dress they reflect a spirit of up-to-dateness. They have money in the bank.

Youth, enterprise, ambition, growing incomes, good taste—these are the outstanding characteristics of the people that live on McCall Street.

If you make an article of known merit, or an article of merit that deserves to be better known, you can count on such a market to accept and endorse it quickly.

*"Meet  
the Wife  
Too"*

*No  
Buried  
Ads"*

*78%  
Circulation  
in  
Big Buying  
Centers  
Only*

*99%  
Newsdealer  
Circulation*

# The One

**Traceable Source of "Dealer Demand"  
from Advertising is Consumer Demand**

*You tell the millions — They'll tell the dealer*

**A**DVERTISING may have a thousand and one theories—some right, some wrong. But beneath them all there is ONE indisputable fact:

**Orders from jobbers and retailers are based on across-the-counter calls of consumers.**

Giving Mrs. O'Grady and the Colonel's lady what they ask for is the retailer's object in life. Giving the retailer what he asks for is the jobber's business. Creating consumer demand—the basis of all demand—is the business of modern advertising.

Advertising that pays is consumer advertising. It's the only answer yet discovered to the dealer's apathetic, "Get the demand and I'll push your goods." The volume difference between an article holding leadership in sales and its scores of aspiring competitors is consumer demand.

That is why Liberty, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

## 1

**"Liberty Meets the Wife, Too"**

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. Every issue appeals alike to men and women because of Liberty's unique policy of editing to both. That means a 100% reading

in the home. Because Liberty appeals to the whole family its reading is multiplied.

## 2

### "No Buried Ads"

Every ad in Liberty is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for Liberty.

## 3

### Minimum Circulation Waste

78% of Liberty's total circulation is in districts which return 74% of the total taxable incomes of the country, 48% of the total motor car registration, and in which by far the great majority of advertised products are sold.

## 4

### 99% Newsdealer Circulation

Liberty has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Liberty is not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in Liberty.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If consumer influence is your problem, get all the facts about Liberty. Do this in your interest and in ours.

### Advertisers will recognize the value of Liberty's dual appeal

A reading of the contents of this week's Liberty shows how carefully it is edited to appeal to women, as well as to men. This policy, unheard of in the weekly field before Liberty came, gains for Liberty the multiplied reading so important to the advertiser.

# 5¢ Liberty

A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of Liberty is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.

# Some Factors Which Govern the Advertising Appropriation

Because There Is No Arbitrary Rule for Fixing Appropriations, the Advertiser Must Survey Carefully a Number of Business Influences

By C. B. Larrabee

**W**HILE we have no fixed rule for arriving at an advertising appropriation," writes Eben Griffiths, advertising manager of the Vacuum Oil Company, Inc., "there are many things that serve as a guide. Some of these factors are the volume of business done in the previous year; the ratio of increase in business for the past two or three years; the expectations for business in the coming year; what competition is doing; new tendencies or trends in the market; the relative importance of suggested new forms of advertising; and other factors."

W. C. D'Arcy, president of the D'Arcy Advertising Company, St. Louis, writing on the appropriation, says: "To my mind every business is so different, so many conditions must be considered, local, national, international, if you please, competitors' activities, character of organization, personality, experience, judgment, managerial force, that every account, every prospect must be considered on a different basis. The practitioner necessarily must qualify with judgment and ability to diagnose, and then in determining the prescription, the application of it is as much a matter of ingredient as any other factor, and the rule of thumb cannot possibly consider enough of these elements to take its place as infallible."

Recently I made an investigation among more than 100 national advertisers and also among a number of advertising agencies to ascertain the accepted methods of determining the appropriation. The results of this investigation will be published in the June issue of *PRINTERS' INK MONTHLY* in an article, "How to Determine the Advertising Appropriation." What is here written might well serve

as an introduction to that article. Anyone who has made any study of the appropriation realizes the multiplicity of factors that affect it. It is not enough to sit down and say, "We are going to appropriate a certain percentage of last year's sales for advertising." To do that and nothing more is uneconomic, because before any figure can be set up a thorough survey must be made, this survey to include a number of business factors that intimately control the appropriation. It is my purpose here merely to set down some—not all—of these factors as briefly as possible. No advertiser will need to consider all these factors. Most advertisers will find it necessary to consider many of them.

## 1. Production Factors.

These are strictly factors that crop up in the making of the product. How much can we produce next year? Will increased production mean increased cost per unit or decreased cost per unit? What new equipment will be needed if we follow an expanded program? Will current or expected labor conditions affect our production? These are only a few of many questions which must be considered under this head.

Production is the basis of selling. You can't sell what you can't produce, neither should you try to sell products that are too costly to manufacture. The best advertising campaign can fall before labor conditions that make delivery impossible, etc. Therefore no sound advertising appropriation can be built without a thorough survey of production conditions.

## 2. Sales and Advertising Factors.

a. Amount spent for advertising in the past.

This is highly important in setting up an appropriation even if the appropriation is not based on past sales figures. Past sales show a history of accomplished effort. They show what can be done with a given amount of sales effort and advertising expenditure. To overlook this factor or to slight it is like studying the history of the United States without taking cognizance of the conflict between the economic forces of the North and South.

*b. Expectations for the future.*

Many advertisers base their appropriation on a percentage of sales for the coming year. Under any system of appropriation, expected business must be studied before determining the amount of advertising investment. An appropriation which is not large enough to make a dent in the amount of possible or reasonably expected business is a plank that bridges the chasm only half way.

*c. Ratio of increase of business.*

This factor is of great value in the consideration of (a) and (b). It is the glass which brings these two factors into perspective and relationship. Studying the curve of business increase in the past as related to expected sales increase is a healthy exercise for any advertiser.

*3. Organization.*

Under this heading come a number of considerations more or less loosely related. As the advertiser studies the capacity of the factory to take care of increased production so must he study the capacity of his marketing organization to sell this increased production. What will be cost of selling in relation to volume? Is the sales force large enough to handle expected increases? What does past history of the sales force show as to its vision, ability, etc.?

Personnel of other departments also comes under consideration at this point. Other departments are vitally affected by the sales department and vitally affect the sales department. This study can be carried into infinite varieties of effort. However, what is needed here is merely a broad view of the

organization as a whole, a picture a great deal of which is instinctively known.

*4. General Business Conditions.*

*a. Depressions or booms.*

What is the prediction for the future? Are we emerging from a slump into a boom or is business going to fall off slightly during the next six months? This affects not only the amount of the appropriation but its administration. Business conditions in one section of the country may make it advisable to shoot in heavy advertising while conditions in another section may make it possible to ease up there in order to get money to invest in weaker sections.

*b. Crop outlook.*

In many businesses crops are extremely important. This applies not only to agricultural businesses but to many others.

*c. Weather.*

Weather is a factor in some businesses, particularly where it controls crop output.

*d. General market trends.*

This comprises a study of market graphs and a general knowledge of what is going on all over the country. This knowledge can be gained from the sales department reports.

*e. Style.*

Where style is a factor in the product it comes under the heading of general business conditions. In an interesting summary of appropriation factors, The Blackman Company lists the following businesses as being affected by the style element: Directly, apparel, toilet articles and luxuries; indirectly, household utilities such as kitchen cabinets, products used in remaking the home, automobiles and accessories, and electrical equipment.

*f. Seasons.*

Seasonal trends are important in the administration of the appropriation rather than in setting it up. In some businesses, however, they must be considered in the light of past experience.

*g. Foreign conditions.*

One need only to see how the British strike affected American business to see that foreign condi-

*The 3 R's*

3.

# Responsibility

The Farm

first

in the

PHILADELPHIA

NEW YORK

BOSTON

ATLANTA CHICAGO

The Responsibility of The Farm Journal is a much bigger thing than its ability to meet mere legal obligations. Rather, Responsibility—as associated with the name of The Farm Journal—is a tradition, conceived in strong character and reared in faithful service.

The millions of readers of The Farm Journal "feel" its unusual *personality*; they *sense* that it is different—that it is "*unlike any other farm paper.*" And the result is a confidence which only a constancy of character and purpose throughout many years can inspire.

And this confidence in The Farm Journal—engendered by 50 years' Responsibility—is a confidence shown by its readers not only in the publication itself, but also in those advertisers who use its columns continuously year after year with exceptional profit.

Responsibility—the third of the 3 R's—has been a vital factor in making The Farm Journal "*first in the farm field,*" with 75.5% of its 1,300,000 circulation in the 1198 better-than-average agricultural counties.

A Half Century of  
Readability - Reliability - Responsibility

# Journal

farm field

CHICAGO

SEATTLE

SAN FRANCISCO

LOS ANGELES

tions are often a factor in business.  
h. Labor conditions.

"Last year we moved many log saws because of the coal strike. As a result we increased our appropriation from time to time," writes C. R. Lawson, advertising manager, the Ottawa Manufacturing Company. This is merely an indication of the unusual effects of labor conditions.

#### 5. Competition.

It is highly unsound to base the appropriation solely on the activities of competitors because then you are letting your competitors run one of the most important branches of your business. However, the work of leading competitors should be studied carefully in determining the appropriation. Frequently competitive methods make it necessary to shift the appeal, to put on more pressure or otherwise to make changes in the appropriation which would not be made if competition were not considered.

#### 6. New Products.

This applies not only to products or models you yourself expect to produce, but also to products or models competitors may bring out. Experience has shown that a new product needs a much higher advertising expenditure than established products. Of course the success of the whole line makes increasingly easier the task of getting out new products, but advertisers know that the new product costs more to sell at first. Therefore in the year that a new product is to be brought out the appropriation is likely to increase. Similarly changes in design or new models call for extra advertising effort.

If competition has just brought out a new product or model or is contemplating doing so the advertiser must decide whether he is going to compete or keep plugging along the old lines. In either case extra effort is likely to be necessary either to capture the new market or to hold old customers.

\* \* \*

That is merely a partial list of important factors. It is given here because of its suggestiveness.

Every advertiser probably can point to other factors that are of prime importance to his business. Likewise he can eliminate as unimportant some or many of the factors listed here.

The point to keep clearly in mind is that there are many such factors. It is not enough to recognize their presence dimly. The advertiser should know clearly what are most important in his business and then consider them carefully before setting up the appropriation.

#### Miami Office for Dorland Agency

The Dorland Advertising Agency, Atlantic City, has opened a Florida office at Miami, under the management of John A. Cleary. Mr. Cleary was formerly director of advertising and sales promotion for the Cadillac Motor Car Company, Detroit, and the Peerless Motor Car Company, Cleveland. He has conducted his own advertising business at Miami during the past year.

#### Charles Chidsey Joins E. A. White Organization

Charles Chidsey, formerly sales promotion manager of the Intertype Corporation, Brooklyn, N. Y., has been appointed advertising manager of the E. A. White Organization, Inc., New York, real estate. At one time he was with the Crowell Publishing Company, also of New York.

#### Automobile Heater Account for Myers-Beeson-Golden

Mot-Acs, Incorporated, New York, maker of Mot-Acs, a heater for automobiles, has placed its advertising account with Myers-Beeson-Golden, Inc., New York advertising agency. Business papers will be used.

#### Gain in Eureka Vacuum Cleaner Profits

The net profit of the Eureka Vacuum Cleaner Company, Detroit, for the quarter ended March 31, 1926, amounted to \$439,938, after charges. This compares with \$371,173 reported in the first quarter of 1925.

#### E. A. Scholz Leaves Butterick

Ernest A. Scholz has resigned as circulation director of The Butterick Publishing Company, New York. He had been with the Butterick company for the last seven years.

Roscoe Torrance has joined the Seattle office of the Foster & Kleiser Advertising Agency.

# *Taken As a Whole— City People Go On Vacations*

They are away from their shopping centers and do mighty little reading during this period.

Country folks do not follow this rule. Summer is a "home" period as much as any other season and it is also an intensive buying period.

Those firms who take advantage of the situation, can find ready sales thru pushing their products in such mediums as ***The Household Journal.***

700,000 paid-in-advance circulation in the rich middle western towns and villages at \$2.75 the line.

## *The* **HOUSEHOLD JOURNAL**

---

IRA E. SEYMOUR, *Adv. Mgr.* - Batavia, Illinois

Chicago Office

Rhodes & Leisenring, *Managers*  
Bell Building, 307 Michigan Blvd.  
Central 0937

New York Office

A. H. Greener, *Manager*  
116 West 39th St.  
Room 634

# The Magic of the Fields

AGRICULTURE is a continuous act of legerdemain.

The farmer plants corn and harvests an automobile. He sows wheat and reaps new house furnishings. His cotton fields yield radio, clothing and other merchandise.

Will it be *your* merchandise, or some other, that is raised on the farms this year? The time to decide is now. It will be too late when the harvest moon is shining.

Crops and livestock last year totaled  $14\frac{1}{2}$  billion dollars. There is no reason to expect less this year.

Much of this money will be spent for commodities. Farmers will buy the brands on which they have been sold.

This can't be done overnight. The field of thought requires constant cultivation.

Nearly one-fifth of all farm income will be received in the next three months. This fully justifies a strong summer schedule and, besides, you will be building a strong foundation for the fall.

Farm papers are year-round sales builders.

### Agricultural Publishers Association

Victor F. Hayden, Executive Secretary  
33 S. Clark Street, Chicago

*"Prosperity Follows the Plow"*

# THE ERICKSON COMPANY

## *Advertising*

**381 FOURTH AVENUE, NEW YORK**

---

*If you want to know about our work,  
watch the advertising of the following:*

BON AMI  
CONGOLEUM RUGS  
VALSPAR VARNISH  
GRINNELL SPRINKLERS  
McCUTCHEON LINENS  
TAVANNES WATCHES  
PETER SCHUYLER CIGARS  
ANSCO CAMERAS AND FILM  
COLUMBIA WINDOW SHADES  
WELLSWORTH OPTICAL PRODUCTS  
TARVIA  
DUZ  
MILLER TIRES  
WALLACE SILVER  
THE DICTAPHONE  
BARRETT ROOFINGS  
NAIRN INLAID LINOLEUM  
COOPER HEWITT WORK-LIGHT  
SILVER KING GINGER ALE  
BONDED FLOORS  
HAVOLINE OIL  
NEW-SKIN

---

*What we've done for others we can do for you.*

---

*Member of the American Association of Advertising Agencies*

*Member of the Audit Bureau of Circulations*

*Member of the National Outdoor Advertising Bureau*

# Many Topics Discussed at Chamber of Commerce Meeting

Self-Regulation in Business Receives Principal Attention

*Washington Bureau  
of PRINTERS' INK*

WITH self-regulation in business as its principal subject, the fourteenth annual meeting of the Chamber of Commerce of the United States, held in Washington last week, was attended by more than 2,000 delegates and members, who represented approximately 750,000 business men. Throughout the significant address of Secretary of Commerce Herbert Hoover, it was apparent that he is convinced of the ability of American industries to govern themselves with the least possible amount of government regulation.

In his opening address at the first general session, John W. O'Leary, president of the Chamber, also spoke on government regulation of business. He then commented at length on the present political and economic aspects of the agricultural industry and then traced the marked improvement in general business methods as well as those of farming. He mentioned the many new uses for farm products, commented upon the more tolerant viewpoint of the Government's regulatory agencies, and concluded:

There is a school of economic thought embracing not a small minority of our people which believes that our natural resources either should be controlled or operated by the Government. It is in this field that American business must scrupulously carry on its operations in such a manner that this minority cannot justifiably claim that business is not operated in the public interest. Coal, oil, water-power and lumber are all subject to the tax from this group, and the progress of the trade associations representing these industries is vital to the fundamental principles of the right of individual initiative on which this Government was founded.

Speaking on self-government in business, Julius Barnes, of the Barnes-Ames Company, and former president of the Chamber, began his address with the declaration that self-government is the ultimate aspiration of all free

people. He then traced the entire known history of industry and commerce, and pointed out the close relationship between the earnings of industry and the development of schools, colleges, churches, public buildings and the arts throughout the course and upbuilding of civilization.

There has been considerable discussion as to the possibility of legislation to govern instalment selling. This makes the address of O. H. Cheney, vice-president of the American Exchange-Pacific National Bank, New York, of especial interest. Extracts from this talk were printed in last week's issue of *PRINTERS' INK*.

Administrative methods for the self-government of industry were outlined by the next speaker, Royal W. France, president of Salt's Textile Company, New York City, who addressed the domestic distribution group meeting. At the outset of his talk he said that the will to be fair must be created throughout industry, since one great trouble is the desire to get away with something, to put one over on the other fellow. This, he continued, constitutes the greatest difficulty which must be overcome and which is due, not to deliberate unfairness or dishonesty, but to a lack of understanding of the problem of the man on the other side of the fence. A portion of his talk appears elsewhere in this issue.

Unlimited discussion of the legality of the distribution of statistical information, especially by trade associations, has brought about rather a definite understanding of this proposition. However, in a convincing plea for a distribution census and an outline of its practical uses, E. M. West, of New York, was content to place before the domestic distribution meeting a series of forceful arguments in favor of such a census and took it for granted that

the legitimate uses of the information were understood. He defined his subject in this manner:

A census of distribution is such a collection and collation of facts as the census of manufacturers, as the census of agriculture, as the census of mines and mining, organized to reveal fundamental conditions of distribution. There should be a census of distribution which would show what becomes of the products produced—the channels through which they flow and the rate of flow—and stocks in suspense, at various stages of their movement. The irregularities which occur in business are due largely to miscalculations of the stocks available causing over- or under-production, and giving impetus to unsettling speculations. An assemblage of essential facts would reduce these irregularities.

Although farmers' co-operative associations are allowed by law to control commodities, W. M. Garrard assured his audience at the agricultural group meeting that the success of co-operative organizations is measured by the service they render to producers and consumers and not by the autocratic control of commodities. Mr. Garrard is general manager of the Staple Cotton Co-operative Association, of Greenwood, Miss., and, from his experience, he said that unless a co-operative marketing agency is judged by the same standards which are applied to other organized industries, the result of the comparison necessarily must be incomplete as well as incorrect. He said:

"Co-operative marketing means co-operative selling to the best advantage and is in direct conflict with an organized holding movement. There is little doubt but that many producers in the beginning of the movement cherished the idea that it was only necessary to sign up a majority of the growers and then through an assumed control of quantity produced, prices would be dictated. An assumption of this character was eagerly accepted by many growers. It is also true that many of the leaders in the co-operative marketing movement have accepted and held fast to this false assumption.

There seem to be two pretty well defined classes of individuals in their thinking on this subject. One group believes that ultimate success depends upon commodity control. Probably those who hold this belief are in the majority. Another group is equally as certain that no permanent success can be assured if success is based solely on the control idea. This latter group holds to the theory that only through a superior service in marketing, both to producer and consumer, can any permanent suc-

cess be attained. In fact they believe that service is the only sure road to success.

Mr. Garrard then explained that the unusual success of his association was due very largely to its plan of merchandising which considers service to the purchaser as a paramount essential. He related several experiences in which the association accepted the return of cotton which was not satisfactory, and told of sending a man to one large factory to aid in discovering why the finished fabric manufactured from cotton was not up to the standard desired.

An interesting outline of the factors back of community development was made by George B. Ford, vice-president of the Technical Advisory Corporation, New York, who spoke before the meeting of the civic development group.

The four causes of city growth, which were interestingly elaborated by Mr. Ford, were natural advantage of position, nearness to raw materials, nearness to market, and presence of skill derived from experience. These, he pointed out, are all causes for industrial development, and produce population growth only for that reason. His conclusion was that cities grow because of industrial activity, and he added that he had never seen any indication that "boosting" permanently increases population.

He remarked that: "There were a number of cities which would have been better points for the manufacturer of automobiles than Detroit; but the automobile business happened to start there. It seems to me I recall that Mr. Ford and certain others of the early pioneers happened to live there. Now let us stop a moment at just this point. They 'happened to live there.' Most of the big industries of Cincinnati and Dayton are there, not because the Chambers of Commerce went out after them, but because the people who started them happened to live in Cincinnati or Dayton."

The constant passage of bills by the British Government introducing various forms of social service to be paid out of British taxes was held up as a warning of a sit-



## The Ladder Won't Reach ALL the Way!

Southern California is a great market—prolific in big sales possibilities. Its workers, farmers and fruit growers are receptive to advertising because most of them are buyers of advertising through their Co-operative Marketing Associations.

They have been educated on advertising and are watching it—**IN THEIR OWN COMMUNITY PAPERS.**

The newspapers embraced in the Dailies Division of the Southern California Editorial Association cover a trade territory of over one million, one hundred thousand people—less than 10% of whom are reached by any one big metropolitan daily.

You will find it to your advantage to get acquainted NOW with the result-getting power of the "Golden Circle" list. It's the one and only way to align the tremendous buying power of this great territory with your product—quickly and economically. Write today to any one of the papers listed below for additional facts and figures. Or address—

### DAILIES DIVISION

## Southern California Editorial Association 515 American Bank Bldg., Los Angeles, California

*These papers are members of the "Golden Circle" list:*

|                        |                        |                             |
|------------------------|------------------------|-----------------------------|
| Anaheim Bulletin       | Huntington Park Signal | San Bernardino Sun-Telegram |
| Brawley News           | Inglewood News         | San Pedro Pilot             |
| Burbank Review         | Monrovia News          | Santa Ana Register          |
| Calexico Chronicle     | Ontario Report         | Santa Barbara Press         |
| Colton Courier         | Orange News            | Santa Maria Times           |
| Corona Independent     | Oxnard Courier         | Santa Paula Chronicle       |
| Fullerton News-Tribune | Redlands Facts         | Ventura Post                |
| Glendale Evening News  | Riverside Enterprise   | Whittier News               |
| Hollywood Citizen      | Riverside Press        | Yuma (Ariz.) Sun            |

uation which might be paralleled in this country, by Fred I. Kent, vice-president of the Bankers Trust Company, New York. Mr. Kent spoke at the finance department group meeting on the improvement in European finance and its effect on the United States.

"British labor," Mr. Kent said, "while of a high degree of intelligence has been misled in many ways. There has been a strong force for limitation of output, great opposition to the introduction of new labor-saving devices and the increase of individual efficiency. They have advocated, and have succeeded in obtaining, social benefits from the Government that have reduced the incentive to work on the part of many who otherwise would have done their bit."

The speaker then mentioned that the social service bills passed by the British Government had built up an expense that has not been exceeded by any other country of the world. In a lesser extent, he declared, the same thing is going on in many countries and in a very large way in some of the States of the United States. "The insidiousness of this development is not today comprehended. We must take heed or we will find ourselves overwhelmed with expenses that will be greater than industry can bear."

Instalment selling again came up for discussion before the finance department group, when George W. Norris, governor of the Federal Reserve Bank, of Philadelphia, spoke on the pros and cons of instalment financing. He said that we have a natural inclination or predisposition to buy, encouraged and developed by an incredible mass of seductive advertising, and that hitherto this inclination had been curbed by lack of the money with which to pay, but that now this barrier has been broken down.

"Who is to apply the brake?" the speaker asked, and then proceeded to answer the question. "Not the dealer who finds that it increases his sales. Not the manufacturer whose god is quantity production. Not the credit com-

pany whose livelihood is dependent upon it. Not the bank which finds the business profitable and knows that a competitor would be glad to get it. Who then? It seems to me that it must be a process of gradual education in which the schools, the churches, the press and all other molders of public opinion must do their part."

A most striking address was delivered by Paul W. Litchfield, president of the Goodyear Tire & Rubber Company. He spoke on wages and the present attitude of employer and employee, and his statements were remarkable not only because they came from a very large employer of labor, but also for the reason that they were endorsed enthusiastically by a number of successive speakers.

One of his audience was heard to remark that if Mr. Litchfield had attempted to make his address ten years ago before a similar audience of employers he would have been requested to leave the room, and the remark brought forth several comments in agreement. The speaker unqualifiedly declared for the highest possible wage rate for labor, and said we could not continue our prosperous era in this country unless labor was highly paid and continuously employed.

It used to be thought that the first thing to cut when profits began to shrink was wages. It is now recognized that this condition should be met by increased efficiency, elimination of waste, the cutting down of overheads in production and distribution, and an attempt to maintain wages by these means of securing increased and more efficient production, because a general cutting down of wages curtails the demand for the finished products of industry, the demand which is the very life-blood of prosperity.

For many years, Mr. Litchfield then explained, it has been the opinion of many that a man should be paid for the time he puts in rather than for the amount of goods he produced. There has been a sharp disagreement between management and labor on this point; but the problem appears to be clearing up, according to the speaker.

# The New McCCLURE'S is Out!

*(See Next Two Pages)*

## ***The New Size—***

The new McClure's is the "standard" flat size. Its advertising page is 7 x 10.

## ***The New Purpose—***

Its purpose is explained in the supplementary title, "The Magazine of Romance." McClure's will tell its readers about themselves as they like to be told. Not from any pulpit. Not through pretentious campaigns. Not with a slogan to put the cosmos on its keel. But romantically. Entertainingly.

## ***The New Editor—***

is Arthur McKeogh, recently Editor of Cosmopolitan Book Corporation and, before that, Associate Editor of the Saturday Evening Post.

## ***The New Writers—***

It is a historic tradition of McClure's to discover and develop the new writer. O. Henry, Jack London, Booth Tarkington and Rex Beach were unknown when McClure's found them. This policy will be maintained. The emphasis will be placed on the quality of the story rather than the fame of the writer.

## ***The New \$25,000 Contest—***

Following its purpose to discover and encourage new talent, McClure's offers a prize of \$25,000 for the best novel submitted in this contest. The contest is especially arranged to appeal to the new writer.

## ***The New Illustrations—***

The new McClure's is illustrated with both photographs and drawings. The photographic illustrations attain a new standard of excellence. The magazine is very largely printed in rotogravure.

## ***The New Rates—***

are \$1.10 a line; \$450 a page. These are based on a guaranteed net paid circulation of 200,000.

*We shall be glad to send any advertiser or agent a complimentary copy of the new McClure's upon request.*

# **McCCLURE'S**

**THE MAGAZINE OF ROMANCE**

**R. E. BERLIN, Business Manager.**

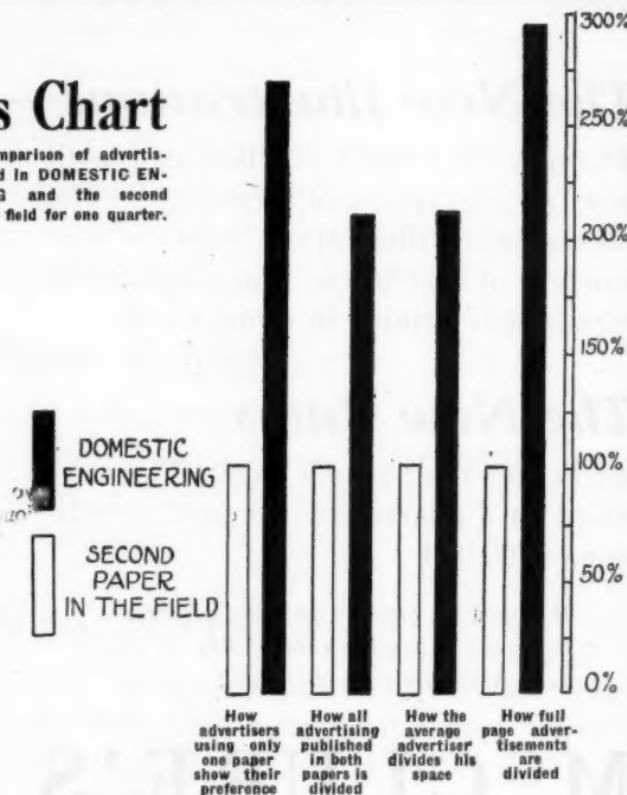
**119 WEST 40TH STREET, NEW YORK**  
**Chicago Office: 360 North Michigan Avenue**

# DOMESTIC ENGINEERING

**The Business Paper  
of the Plumbing and Heating Industry**

## This Chart

shows a comparison of advertising published in DOMESTIC ENGINEERING and the second paper in the field for one quarter.



Member: A. B. C. and A. B. P., Int.

## DOMESTIC ENGINEERING PUBLICATIONS 1900 PRAIRIE AVENUE

DOMESTIC ENGINEERING  
THE PLUMBING AND  
HEATING WEEKLY  
ESTABLISHED 1889

CHICAGO

DOMESTIC ENGINEERING  
CATALOG DIRECTORY  
OF PLUMBING AND  
HEATING SUPPLIES

# Should the Salesman Turn the Other Cheek?

There Are Times When Meekness May Not Be a Selling Virtue

By W. L. Barnhart

Resident Vice-President, National Surety Co.

TURNING the other cheek to the man who smites you undoubtedly is sound philosophy. I wonder if it is always good salesmanship.

The prospect who thinks that he has a sufficient grudge against your house, against the whole industry you represent or against you, yourself, so that he feels justified in smiting you upon one cheek—figuratively or literally—presents one of the most difficult problems in a salesman's career.

Of course, the first essential for the salesman is that he remain calm and cool and that his reaction shall be deliberate.

Here, too, the salesman's knowledge of human nature will stand him in good stead. If he has studied the usual psychological reactions of people, he will know that the customer, having just administered a good drubbing—verbal or otherwise—and having got these angry words out of his system, is bound to have an immediate reaction in which he feels more or less ashamed of himself. At this time, he begins for the first time to have a more or less kindly feeling for the salesman. Such is the law of the discharge of pent-up emotions.

Therefore, if the salesman is skilful in recognizing when this reaction has set in and if he is ready to take advantage of it, he can actually profit by the outburst of anger directed against him. In fact, I have known salesmen, unable to move certain prospects into action otherwise, who have deliberately stirred up the anger of the buyer in order to take advantage of this inevitable reaction.

A salesman friend of mine, named Murray, told me the other day of his encounter with a prospect who thought he had such a

serious grievance against his house, that he tore Murray's card to bits, threw them on the floor and then angrily stamped upon them. Surely this was a situation in which any salesman might be justified in feeling that an order could not be obtained. But Murray was determined to sell in spite of difficulties.

"I knew that if I attempted to defend my house at that moment," he said, in telling me of the event, "I would only add fuel to the flame which was eating up his good judgment and natural courtesy. I could see that this was no time to discuss the details of his grievance with him. But I did feel that I ought to divert his mind into another channel.

"So I pretended an anger I was far from feeling. Inwardly calm and collected, I planned every move with care and deliberation. I forced myself to assume quite as angry and belligerent an attitude as my prospect had shown.

"'Mr. Mann, were you ever on the road?' I questioned. He nodded affirmatively and then, looking him squarely in the eye all the time, I gave him this challenge:

"'Then you must realize that you have offered me the greatest personal insult one business man could offer to another. That was my *card* you just tore up and stamped upon.'

"These words gave my prospect a shock, as I had intended they should, and the inevitable reaction I had counted upon, set in at once," continued Murray with a chuckle. "He assured me that no personal offense had been intended—that he had the highest regard for me personally, and all that.

"I didn't give in too quickly and by the time he had succeeded in bringing me back to a basis of

friendship again, he was in a mood also to belittle the grievances which had loomed up at the beginning of the interview as such a mountain in the way of our getting together."

Another salesman I know, named Thorne, approached a banker in an attempt to sell him a rather high-price specialty. For years, this banker had been the despair of all the other salesmen of the branch office, most all of whom had tried to sell him, without success. The chief difficulty seemed to be that the banker thought he knew all about the appliance and had already decided in his own mind that he didn't want it and would never buy it. He would never let the salesman get any further than to give the name of the house he was working for, before he would angrily terminate the interview with some hot words about how poor the selling plan of the concern was that it would permit salesmen repeatedly to bother a man who didn't want the goods and wouldn't buy them under any circumstances.

"Get the deuce out of here," vociferated the angry prospect after one glance at Thorne's card. "I've told your manager to keep you fellows out of here."

"Sir, you are a blankety blank liar," returned Thorne, with just as great a show of anger. "And what is more you *know* you are a blankety blank liar. And I won't waste my time talking to such as you. Good day!"

And with that Thorne walked out of the bank, head erect and with all the dignity of bearing he could command.

The banker, of course, was startled. He was used to salesmen who "turned the other cheek." He knew how to handle the meek and humble ones. But Thorne's hot words set him thinking—just as Thorne had planned that they should—with the result that the emotional reaction had already set in and was carrying his prospect, in a flood tide, along toward the thought that perhaps he might have been a trifle hasty in his judgments after all. Then, Thorne

made his carefully timed second call a few days later.

He walked briskly back to the banker's desk, a friendly smile on his face and his hand extended for a cordial handshake.

"Well, Mr. Banker," he began with a winning smile, "if you are willing to talk to a man you called a crook and a highbinder and goodness knows how many more names, I believe that I can *save* your bank a whole flock of money."

The banker offered no objection, so he removed his coat and laid it, with his hat and stick, across the railing, and then he drew up a chair for himself and plunged into the sales talk which lasted, almost without interruption, for thirty minutes, and which ended with the banker signing an order for three machines.

#### THIS PROSPECT WAS ANGRY

A salesman named Lewis encountered a prospect who refused to listen to his sales talk, claiming that Lewis' company had given him a very unfair deal on a previous transaction.

"I'll bet you \$1,000 against a \$10 bill that my company never gave any customer the sort of deal you are talking about. I don't know the circumstances of your transaction but I do know my company and I know how it does business and, if you had any such trouble with it as you mention, the fault must have been more than 90 per cent your own or the company would have taken care of it long ago."

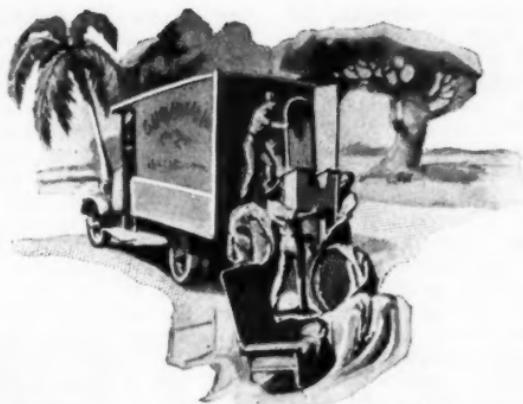
Thus challenged, the prospect admitted that probably the fault was chiefly his own. He then listened to Lewis give his sales talk.

I would not contend that these three incidents are typical of all cases of dispute between the prospect and the salesman. There are undoubtedly many instances where the policy of "turning the other cheek" has proved the best plan.

A case of this sort where "turning the other cheek" proved the best possible selling method was told me by the late William Maxwell.

During his early days on the

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## Thousands of New Homes Need Furniture --in Florida

THE furniture maker's best customers are the owners of new homes, apartments and hotels.

Nowhere else in the country are there so many new homes, apartment houses, hotels and business buildings being built (in proportion to population) as in Florida.

Nearly half a billion dollars were spent last year in Florida for new buildings. More—and much more—money will be spent during the present and coming years.

This means big business for furniture manufacturers, for Florida at present produces almost no furniture at all. Its demand must be met entirely from outside.

The manufacturer of home furniture or office furniture will find that an advertising campaign directed to the Florida market will be highly profitable. He will also find that he can cover this market most completely and at lowest cost by using the Associated Dailies.

## ASSOCIATED DAILIES of Florida

510 Clark Building  
Jacksonville, Florida.

Bradentown News  
Clearwater Sun  
Daytona Beach Journal  
Daytona Beach News  
Deland Daily News  
Bustis Lake Region  
Ft. Lauderdale News  
Ft. Myers Press  
Ft. Myers Tropical News  
Ft. Pierce News-Tribune  
Ft. Pierce Record  
Gainesville News  
Gainesville Sun  
Jacksonville Florida Times-  
Union  
Jacksonville Journal

Key West Citizen  
Key West Call  
Kissimmee Gazette  
Lakeland Ledger  
Lakeland Star-Telegram  
Lake Worth Leader  
Melbourne Journal  
Miami Daily News  
Miami Herald  
Miami Illustrated Daily Tab  
Miami Tribune  
New Smyrna News  
Ocala Central Florida Times  
Orlando Sentinel  
Orlando Reporter-Star  
Palatka News

Palm Beach Daily News  
Palm Beach Post  
Palm Beach Times  
Pensacola Journal  
Pensacola News  
Plant City Courier  
St. Augustine Record  
St. Petersburg Independent  
St. Petersburg News  
St. Petersburg Times  
Sanford Herald  
Sarasota Herald  
Sarasota Times  
Stuart Daily News  
Tampa Times  
Tampa Tribune  
Winter Haven Chief

road as a jobber's salesman, he was called upon to adjust the complaint of a retailer who had signed an order for a specialty salesman, but who now wanted to cancel the order, owing to several complaints as to service rendered by his house on previous orders, and also his anger at the methods employed by the specialty man. Maxwell, then a young salesman, was sent out with instructions that the order must be saved.

It required all the nerve and confidence the young man had to carry out his plan, but he had built it up, bit by bit, from his careful study of human nature and he determined to risk his future reputation with the boss on what seemed at first to be a most reckless act.

When ushered into the presence of the irate buyer, young Maxwell took the signed order out of his brief case and said: "This is the order you signed, is it not, Mr. Jones?"

The buyer nodded and then plunged into a tirade against the company that employed Maxwell; against the high-pressure tactics of the specialty salesman who had induced him to sign that order.

But before he had a chance to make more than a start at the long speech he had prepared for this opportunity, Mr. Maxwell took all the wind out of his sails by tearing the original signed order to bits and throwing it in the waste basket.

"That order means nothing to us. We would have cancelled it at the office without delay, except for the fact that the president of the company was greatly worried about the statements you made in your letters," said Maxwell.

"You might think, Mr. Jones, that if we should get a complaint from a big firm like Marshall Field's and Lord & Taylor's it would worry the boss more than anything you could write, but that isn't the case. Our president knows the big fellows *have* to buy of us, but he is really interested in watching the progress of a young dealer like you, whose orders are small today, but whose business will continue to grow, year after year, for

many years. We are most anxious to please you and to retain your friendship for many years to come.

"For this reason, instead of cancelling this order at once when he received your first letter a month ago, the president waited till I could get over here to see you personally and I have been instructed to send my report on your grievance direct to him by special delivery mail, tonight."

Thus urged to state his grievance, the customer decided that it was only a trivial one after all, and could be quickly adjusted, and when Mr. Maxwell walked out of his store thirty minutes later, he had an order in his brief case *twice* as large as the one that had been cancelled and including most of the items upon the sheet that had been torn up.

There undoubtedly will come into every salesman's life occasions like the above, when it will be best to "turn the other cheek" and there may also be times when only a blunt challenge and a willingness to defend his ground will convince the prospect that he is talking with a real man, representing a real company, and selling a product which is worthy of being defended against all aspersions.

Which method to use is a matter for the judgment of the salesman, growing out of his study of the particular situation in which he finds himself and his general knowledge of human nature.

There is one thing, however, that is always fatal to any sales interview. The salesman must never let himself get real angry, no matter what the prospect says. He must guard himself against losing control of his own temper, under any circumstances.

#### Texas Press Association to Meet

The Texas Press Association will hold its forty-seventh annual meeting at San Antonio on June 10. There will be a discussion on "Public Advertising as a Part of Public Service," by Beeman Fisher, advertising manager of the Texas Power and Light Company, Dallas. Frank Grimes, of the Abilene Times, will talk on "Where Shall We Draw the Line Between Real News Matter and Advertising?"



# 100 Years of Leadership

THE recent remarkable circulation growth of these newspapers means much in terms of RESULTS to their advertisers but their hundred years of unchallenged leadership in this big buying market means much more!

*They now enjoy the greatest circulation volume and the widest circulation lead of their entire history!*

**Over 139,000 Daily—Over 112,000 Sunday**

Leading daily by over 65,000—Leading Sundays by over 56,000.

**The Courier-Journal  
THE LOUISVILLE TIMES**

Represented Nationally by the S. C. Beckwith Special Agency.

**NEW YORK TIMES, MONDAY, APRIL 26.**

**HAILS BETTER HOMES WEEK.**

**Hoover Calls for National Effort to Raise the Standards.**

WASHINGTON, April 26.—In making final announcement of the opening of Better Homes Week, April 26 to May 1, which is to be observed in more than 2,000 communities within the United States, Secretary Hoover, who is President of Better Homes in America, says:

"More than 2,000 local committees have engaged in Better Homes campaigns for their communities this year. We expect that the men, women and children of America will take full advantage of their work and that as a result we shall make a definite advance in the standards and ideals of our housing and home life.

"The local demonstration houses exhibited each year are improving in architectural qualities. Construction is being made more economical, the interior arrangement more livable, the equipment better adapted to the ordered housekeeping, and the well-ordered furnishing more attractive.

"The Better Homes Committees are making good in developing the practical art of homes making, and in practicalizing the products of research to individual needs of families in their communities. Their exhibits and lectures reach millions who are striving to improve their homes.

"Most of the programs emphasize better housing and a finer type of home life as one of the first aims of individual effort and of community life. The welfare of the community of its surroundings deserves greater recognition in the conduct of municipal affairs and in the activities of business.

"These are matters in which every individual and organization has opportunity to make a definite contribution to the welfare of his community and the nation as well."

**The Delineator**  
**founded the**  
**Better Homes**  
**Movement**  
 1921

*A Magazine of Planned Service ~* **THE**

# A Record of Accomplished Service

## 1907-1910

*The Delineator* promoted a child-rescue campaign and found homes for 21,000 children.

## 1916-1917

*The Delineator* launched the "Save-the-Seventh-Baby" campaign, the good results of which are still in evidence.

## 1916

*The Delineator* developed the Junior Red Cross, which in 1917 was made a national organization.

## 1918

*The Delineator* adopted Landres et St. Georges, adjoining Argonne Cemetery, where 37,000 American soldiers sleep.

## 1919

The Editor of *The Delineator* conducted a campaign for the benefit of Madame Marie Curie, the discoverer of radium. \$110,000 worth of radium was purchased and a life-long pension of \$2,500 a year was provided for Madame Curie.

## 1921

*The Delineator* founded and financed the Better Homes in America movement, which grew into a public service organization with Herbert Hoover as president and Dr. James Ford of Harvard University as director.

## 1922

The late Dr. L. Emmett Holt organized a child health educational department in *The Delineator*, assisted by several of the greatest American child specialists.

## 1925-1926

At *The Delineator*'s request the officers of the American Medical Association recently called the first conference in the world to consider the relation of weight to health in adults. Articles by leading authorities on the subject now running in *The Delineator*.

# DELINERATOR

MASSACHUSETTS  
MAJOR MARKETS

4

1 Boston  
2 Worcester  
3 Springfield  
4 NEW  
BEDFORD



Start your Massachusetts  
drive in New Bedford

**I**F you manufacture food products, automobiles, tires, toilet articles, clothing or whatever prosperous New Englanders eat, wear and use—start a spring sales drive in New Bedford.

This 4th largest market in Massachusetts has been mapped and charted for your salesmen by the Standard Mercury. Maps and route lists, names of leading retailers and jobbers and all the trade data needed to quickly cover this market has been prepared for you in advance.

And you'll find the best sales clinching talk to New Bedford Merchants will be your advertising schedule in the Standard Mercury. You can buy the Standard Mercury circulation that covers 97 out of every 100 homes in the city and surrounding territory at a flat rate of only ten cents a line!

We are ready to help you get started right in New Bedford. Write today, direct to us or to our representatives, the Chas. H. Eddy Co. in New York, Chicago or Boston.

Artgravure 20 cents  
a line

**NEW BEDFORD**  
The  market in Massachusetts  
Completely covered by the

**STANDARD MERCURY**

# Before You Change That Sales Manager or Buyer!

Sound Reasons for Hesitation on Firing or Letting a Buyer or a Sales Manager Leave

By K. G. Merrill

Vice-President, M. B. Skinner Company

THE house with which I am connected does its business through some seven hundred and eighty-five jobbers and in a small file upon my desk is a list of the sales managers and purchasing agents of each of these houses. There are always changes on lists of this kind, but recently it has seemed to me that there have been more changes than usual. I have tried to fathom the reason for this and shall, in this article, also attempt to point out some of the reasons why I consider it bad policy to change these two executives if it is possible to avoid it.

Let us take the buyers first. There are many reasons why a concern finds it necessary to make a change in buyers. There are many more reasons why a buyer finds it necessary to make a change in firms. In other words, I think more buyers resign than put themselves in a position where they are dismissed. Some of the reasons why buyers leave, often after many years with one house, are that they are almost universally overworked, they are almost universally poorly paid and, in a large number of cases, are held down to a most meagre condition as regards clerical assistance. I might say that in fifteen years' acquaintance with buyers all over the United States I have never known one who was dismissed for irregularities—split commissions, or anything of that sort. That to my mind is largely a myth.

From the standpoint of business economics it is exceedingly poor policy to change buyers. If the buyer is overworked, and poorly paid, and poorly assisted, the condition should be remedied. The amount of expense involved is very small compared with the results

of his leaving. Let me list some of the common results of changing buyers.

It has been my experience that after such a change the stock invariably starts to run down. That is to say, the new buyer has a little hesitancy about placing large orders, as he naturally wants to feel his way gradually and the result is that he buys in small quantities until he gets the run of things. There follows a period of thirty to sixty days when buying practically ceases and stock gets in bad shape with the result that in some cases the whole season's business is interfered with and badly reduced on account of an inadequate stock.

#### ANOTHER LOSS

Another loss is a very intangible affair, but a loss nevertheless. You lose the acquaintance which the old buyer had with the salesmen who called upon him. If a buyer has been with the house for a certain number of years he is pretty well acquainted with the salesmen who call upon him and, if he is a good man, has secured their confidence. He is told before hand of price changes (sometimes when he really should not be, perhaps, but he is) out of pure friendship. He learns of trends in the market sometimes weeks before they actually show themselves to others through friendly relations with emissaries from the source of that particular movement. It will take a new buyer months, if not years, to build up this same spirit of confidence with its result—economy.

Again, there is a tremendous waste in securing a new buyer because you waste the company's time through finding it necessary

to have every item explained to him anew by such salesmen as call upon him. Let us say the former buyer was completely familiar with a certain line of goods. The new buyer knows of them but does not feel that his knowledge is sufficient. He takes two hours of the salesman's time asking questions. Not that the salesman begrudges it, but it's two hours of the house's time lost. Multiply this by perhaps three hundred salesmen who call upon him the first month and you can see what it has cost.

Then the new buyer is open to many misconceptions. The old buyer's familiarity with terms of delivery sometimes rendered an ostensible price advantage null and void. The new buyer will bite at the new price and find himself stuck with poor deliveries that he has no way of foreseeing.

We have noticed many cases of new buyers who attempted to formulate a drastic buying policy, such as adopting a rule that all purchases should be made f. o. b. destination. These result in endless controversy and, inasmuch as the modern business man realizes that the people he buys from are just as much of an asset as the people he sells to, it is just as dangerous to get into a row with your source of supply as it is to get into a row with your main factors of distribution.

Having thrown a paper wad or two at the bad practice of changing buyers, let us turn to the equally pernicious results of changing sales managers.

I think there are a good many reasons why sales managers change so rapidly—they change more rapidly than buyers do. I don't like the use of letters in marking out paragraphs particularly but to keep this separate from what follows let us list a few obvious reasons why these changes are made, as follows:

(A) The average business house does not understand the fallacy of hiring a sales manager away from another house. Your sales manager and my sales manager are constantly being besieged by outside houses asking them to resign

and go with the other people. Sooner or later, if we are not giving our men all that is coming to them, they leave us.

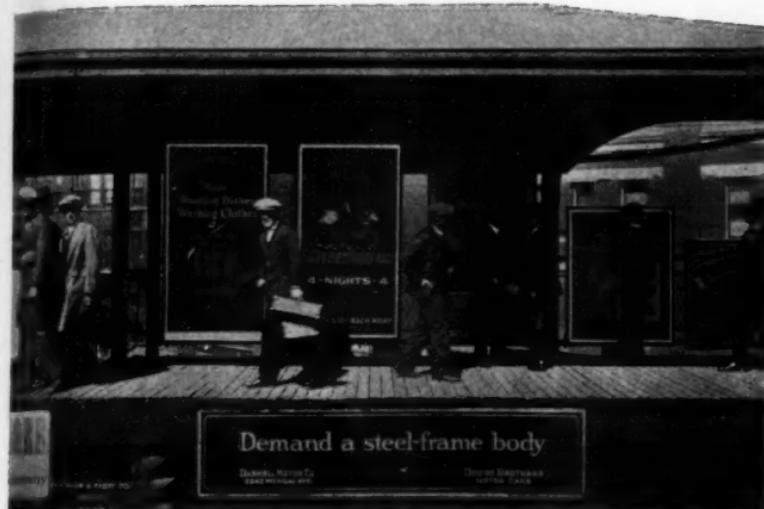
(B) Then there is a great temptation to go into business for himself. He feels that he knows the market; he knows his customers, that he has a great asset for which he is not being adequately compensated and along comes a chance to go into business, and he goes; usually, I am sorry to say, without sufficient capital, so that he regrets it later.

(C) One of the prime causes why sales managers leave is the niggardly policy on the part of so many concerns which permits a star salesman, on commission, to make more than the sales manager on salary. I wish to say that I do not believe that any salesman should ever be allowed to make more than the sales manager. Or, to put it in another way, I should never allow a sales manager to make less than a salesman. If the salesman is making big money, pay the sales manager a few dollars more, but keep him proud of his job.

(D) A great many gaps in the ranks of sales managers are caused by poor selection in the first place. Too many think that a star salesman will make the best sales manager. He rarely does. The best sales manager is the "plunger-and-loyalty" type of man rather than the eccentric and brilliant salesman.

Every reader whose eyes reach this part of the article will be able to add many subdivisions from his own experience.

Now, as to the poor business economics of allowing these changes to take place. In getting a new sales manager you have one of two courses. You either take him from the ranks or you take him from the outside. If he is taken from the ranks, you cause jealousy; if you take him from the outside, you cause rebellion. It is one of the hardest positions in the world to fill. Ill feeling is going to result inevitably whichever course is taken. In my personal opinion the sales manager



## "Sleepless Salesmen" sell Dodge Cars—

OF the 5000 Dodge Cars sold in Chicago last year, 92 per cent of them were sold to people living within six blocks of the Chicago Elevated Lines.

Dodge posters on the Elevated Station platforms daily tell and sell Dodge Car qualities to one million people.

1926 is the third consecutive year Dodge Brothers have used this medium.

What Sleepless Salesmen (Chicago Elevated Card Cards & Posters) accomplish for others they can do for you.



**CHICAGO ELEVATED ADVERTISING CO.**  
509 South Franklin Street  
Chicago, Ill.

should never be hired "from the outside." In taking him from the ranks you are at least demonstrating to the sales force, that bigger jobs await bigger men. Another thing—a man brought in from another concern does not sense nor feel, immediately, the real spirit of the organization. A salesman who has been in the employ of the company for several years and who knows its policy, its integrity and its strength, does.

A good sales manager must have a policy. This policy becomes the policy of the house. As viewed by customers, a change in sales managers means a change in policy, and it breeds uncertainty. Too frequent changes bring distrust.

Now you and I know what to expect in the way of advertising co-operation from any given sales manager. When this sales manager leaves or is superseded, our advertising campaigns are interrupted, sometimes knocked into a cocked hat. We manufacturers feel we have our work to do over again, and, in a sad (and expensive) number of cases, we do.

Then again, if a new sales manager is a real man, he is going to proceed cautiously for the first few weeks, until he feels firm ground under his feet, with a considerable loss of productive force. A house (I have in mind a jobbing house down South which has employed three sales managers in three years) loses a fairly stiff percentage of its potential business until the new man is "going good." Poor business economics.

I would sum up my views by saying—if you have a buyer who is getting quality goods at a fair price and with certain deliveries, keep him even if you have to raise him a bit and give him a clerk to help him out. You'll save money in the long run. Or, if you have a sales manager who inspires loyalty, keeps faith with the trade, gets results from the various territories, keep him though you have to pay him more than the star salesman. Yes, keep him even though you have to give him a little block of stock and make a vice-president out of him!

## The High Cash Value of Good-Will

CONSOLIDATED PUBLISHING CO.  
PROPRIETORS, THE ANNISTON STAR  
ANNISTON, ALA.

*Editor of PRINTERS' INK:*

At the time of the sale of the Dodge Brothers Motor Company some time ago you printed some figures in an editorial with reference to the amount allowed for good-will in this transaction. This editorial has been misplaced in our office, and it will be very much appreciated if you can give us the correct figures used in this connection.

THE ANNISTON STAR,  
HARRY M. AYERS,  
Publisher.

THE editorial in question appeared in PRINTERS' INK for April 16, 1925. It cited the fact that the sale of the automobile manufacturing business of Dodge Brothers, Inc., for the reported sum of \$146,000,000 included the transfer of the good-will valued at \$79,341,318.22. This works out at nearly \$16,000,000 for each letter in the word "Dodge," which is the name that gave the whole business its value.

There have been few more striking proofs of the high cash value of a name or trade-mark which has become established in the public mind through persistent and continuous advertising and through good relations with dealers and consumers. The same editorial pointed out that the sum spent for advertising by Dodge Brothers throughout its history is said to have amounted to \$12,000,000. It cost \$12,000,000 then, to help create an asset which was sold for more than \$79,000,000. The matter of good-will is still sometimes spoken of as an "intangible" asset; but here is a case in which it was very tangible indeed. Seventy-nine millions for good-will and only sixty-seven millions for plant, machinery, fixtures, etc.—that tells the story.

—[Ed. PRINTERS' INK.]

## Screen Account for Rochester Agency

The Fli-Bac Screen Corporation, Rochester, N. Y., has appointed the Hutchins Advertising Company, of that city, to direct its advertising account. The Fli-Bac company was recently reorganized.



## Editorial *Quality* Assured

### *Contributors*

Robert E. Sherwood  
 Ellison Hoover  
 Baron Ireland  
 Tony Sarg  
 McCready Huston  
 Fairfax Downey  
 Charles G. Shaw  
 H. W. Hanemann  
 W. G. Haisley  
 E. M. Curtis  
 Hans Stengel  
 Tip Bliss  
 Herman J. Mankiewicz  
 Berton Braley  
 Nate Collier

### *College Comics*

Harvard Lampoon  
 Yale Record  
 Princeton Tiger  
 Brown Jug  
 Williams Purple Cow  
 Amherst Lord Jeff  
 Carnegie Tech Puppet  
 Ohio State Sun Dial  
 Wisconsin Octopus  
 U. So. California Wampus  
 Kansas Sour Owl  
 Stanford Chaparral  
 Mass. Inst. Tech Voo Doo  
 Northwestern Purple Parrot  
 Earl Christy

### *Advertising Representatives*

**POWERS & STONE, INC.**

250 Park Avenue, New York

First National Bank Bldg., Chicago

# The Ruling Mind

THERE is a safely distinguishable quality of mind which is to be found at every income level, in every community, in every class and stratum of the population. It is never in the majority, but it is always in the ascendant. It sways opinions and renders the judgments of the community.

That quality is *alertness*.

The alert minority are not all well to do, although most of them will be in the end. They are not all fashionable, not all college graduates, and not all of them bear old American names. But by virtue of their alertness they are first to grasp worthy new ideas and surest to remain loyal to what is sound, quickest to detect sham or puncture mere fads and likeliest to put genuine improvements into effect.

Because they are vocal, because they are listened to with respect, because they are active in neighborly contacts, and because their example is known to be worth following, the alert are privileged to determine what the great majority will do and wear and eat and use. They are *the ruling mind of America*.

---

# of the Nation

That is why there is no need of unanimity, no need of majority opinion. The consumers of America are ruled by an oligarchy of the alert.

Any manufacturer, whether of soup or soap or typewriters or motor-cars, if he would succeed, must possess above all else the good-will of the alert, *at every income level and in every stratum of every community*. A favorable public opinion means nothing more or less than the favorable opinion of the alert.

It is this that is coming to be known as The Biggest Thing in Business.

The Literary Digest is an achievement unique in American publishing because by circularizing every home that has a telephone it has created a medium that has mass circulation.

1,400,000 COPIES PER WEEK

large enough to serve any advertiser, and it also has select circulation. It selects not on the basis of wealth or aristocracy but on the basis of alertness, because only the alert and progressive find The Digest interesting.

# The Literary Digest

ADVERTISING OFFICES:

NEW YORK

DETROIT

CLEVELAND

CHICAGO

# St. Paul Dispatch

## St. Paul Pioneer Press

*The second greatest  
city home delivered  
coverage in America  
at 15¢ a week.*

O'MARA & ORMSBEE, New York Chicago Detroit San Francisco

## C. E. Percy Elected President of Advertising Affiliation

CHARLES E. PERCY was elected president of the Advertising Affiliation at the convention at Cleveland on May 14 and 15. He was general chairman of the convention committee. Willard Howe, president of the Erie Advertising Club, was made first vice-president. T. H. Yull, president of the London, Ont., Advertising Club, is second vice-president and Arthur P. Kelly, of Rochester, is secretary-treasurer.

"Charting the Future in Marketing," was the theme of the meeting. Charles W. Mears, marketing counsellor, speaking on the topic "Why Certain Markets Welcome the Chain Store," said: "Centralized management and extensive advertising have practically done away with salesmanship in chain stores. If they can succeed without salesmanship, the smaller dealer ought to be ashamed of himself if driven out of business."

High-pressure selling on the part of the manufacturer, who is now assuming the role of jobber, wholesaler, retailer and salesman, is tending to efface the identity of the merchandise distributor, according to Alvin E. Dodd, manager of the domestic distribution department of the United States Chamber of Commerce. J. B. Reynolds, president of the Ontario Agricultural College, Guelph, Ont., spoke on the "Future of the Farm Market." He said that "farmers are no longer self-supporting as they were a century ago. They are almost entirely dependent upon manufactured products for their farms and thousands of dollars are spent for canned milk, corn, peas and meat."

The next convention of the Advertising Affiliation will be held next May at Erie, Pa.

### Joins Hartford Agency

Reginald Farr, formerly with Floing-Plumer-Perley, Inc., New York, has joined The Manternach Company, Hartford, Conn., advertising agency, as art director.

## S. A. Jones with Seattle Agency

Spencer A. Jones has joined the Botsford-Constantine Company, Inc., Seattle, Wash., advertising agency. He was recently with the P. F. O'Keefe Advertising Agency, Inc., Boston. Prior to that time he conducted his own advertising business at Jacksonville, Fla.

## Timken Advances F. G. Rumball

Fred G. Rumball, formerly manager of the Kansas City branch of the Timken Roller Bearing Service and Sales Company, has been promoted to the position of sales engineer, automotive division, of the Timken Roller Bearing Company. He will have his headquarters at Cleveland.

## Joins Harvey Blodgett Company

Perry Davidson, recently chief correspondent in the department of sales promotion of the American Writing Paper Company, Holyoke, Mass., has joined the Harvey Blodgett Company, St. Paul, Minn., as sales manager. He formerly was with the International Correspondence Schools, Scranton, Pa.

## Huron, S. D., "Huronite" Acquired by Syndicate

The Huron Publishing Company, Huron, S. D., has been organized to operate the *Huronite*, recently acquired by a syndicate. The group is represented by Charles H. J. Mitchell, G. F. McCannon and Robert D. Lusk, who will be the publishers of the paper.

## Toy Gun Account for Peck Agency

The Art Metal Works, Newark, N. J., maker of Ronson toy guns and machine guns, has placed its advertising account with the Peck Advertising Agency, Inc., New York. Magazines and newspapers are being used.

## New Engraving Company at Rochester, N. Y.

The Herald Engraving Company, Inc., has been organized at Rochester, N. Y. Francis M. Schifferli, who had been with the former Rochester *Herald*, is head of the new business.

## Garrit DeHeus Joins Milwaukee Agency

Garrit DeHeus has joined The Koch Company, Milwaukee advertising agency, as vice-president. He was formerly with the Sterling Motor Truck Company, also of Milwaukee.

# Sell through the Eye

A Sales Idea Based on the Fact That Americans Are Not Trained to Perceive through the Ears

By Hiram Blauvelt

Vice-President, Comfort Coal-Lumber Co., Inc.

**I**N this country we are not trained to perceive through our ears. When an American tries to learn a foreign language, he gets a book and learns it through his eyes, with the result that when he tries to speak it, his pronunciation is often entirely wrong.

Abroad, where it is necessary to speak, understand, and be familiar with so many different languages, the ear gets a much better and finer training. Consequently, impressions created by sound and speaking register much more forcibly upon the European mind. The motion pictures here have further trained our eyes at the expense of our ears, and we are fast becoming a nation which is very quick to see, but slow to hear.

This has a decided bearing upon business and selling tactics. It means that a salesman may talk and talk forever without getting anywhere, because we have come to trust our eyes far more than our ears. In America today, it certainly is a case of "seeing is believing." This simply means that we must introduce the eye element into our selling, as well as the ear appeal.

I know of a man who has made a great success as a salesman, although he was born in Europe and came here after he was twenty-one years old, unable to speak English.

"I attribute much of my success," he tells me, "to the fact that I talk a great deal with my hands, just as we all do abroad. It is instinctive to me. If I say something, I make an appropriate gesture which immediately suggests to the eye what my words are saying to the ear. For instance, if I say something is 'straight' my hand unconsciously draws a straight line in the air, and this conveys the impression to the brain through the eye as well as the ear."

This is sound psychology. I know of a salesman who carries a small blackboard around with him, and is rather clever at drawing. All the while he is talking to his prospect, he sketches what he is talking about on the blackboard in chalk, giving his prospect a visual picture of just what he is talking about. It cuts down the amount of necessary talking appreciably, saves time, and puts his ideas across in a way that simple talking could not.

## A FUEL ENGINEER'S METHODS

A friend of mine who is a fuel engineer says he won't talk to his prospects in their office. He takes them right down to the furnace itself, where he can point to each particular thing in question and show what's wrong, or what adjustments are necessary. His first prospect said to him, as they stood before a large industrial furnace, and he was trying to explain a better method of firing:

"Here, Thay, give me your overcoat, here's a shovel. Don't tell me, show me."

Ever since that, Thay has made it a policy to give his sales talk right on the ground where he can show in action exactly what his words mean. He finds it impossible to keep his hands or his clothes clean, because of these continual demonstrations to the eye of his prospect. But he is one of the most successful fuel engineers in the field, which goes far to prove the case.

One of the best examples of selling through showing came to me from an automobile salesman. He had, for a long time, been trying to sell a man who had risen from buyer to the head of one of the large department stores. Every time this man bought a new car, the salesman tried to sell him, without success. The trouble seemed



## Too Big For Mr. Little?

ADVERTISING and diffidence are as ill assorted as the lion tamer who is afraid of his wife. Yet, Mr. Little Job is prone to fancy that we're too big for him. The best place to buy a little inexpensive piece of jewelry is Tiffany's. Because the unbudging standard of excellence that goes into the ten-thousand-dollar article goes into the ten-dollar one. Same way with typography. Handling the biggest and most delicate and intricate jobs is the very thing which qualifies us to handle the little ones. Besides, in this fast-moving age when to-night's brunette is tomorrow's blonde who can tell how long before little will be big?

**FREDERIC NELSON PHILLIPS, INC.**

*Typographers Who Prove It With Proofs*

314 EAST TWENTY-THIRD STREET  
NEW YORK CITY

MEMBERS NEW YORK EMPLOYING PRINTERS ASSOCIATION AND  
NEW YORK GROUP OF ADVERTISING TYPOGRAPHERS OF AMERICA

to be a matter of price, caused by a more expensive and superior body construction of his car. The salesman went to the factory, packed a suitcase with the odds and ends he wanted, and then made an appointment with his thick-shelled prospect. Instead of talking the usual line of automobile talk, he unpacked his suitcase and laid out its contents on the desk before his prospect. He then had an exhibit in front of his man of little cross sections of construction, bits of materials, springs, cushion stuffings, everything in fact which went into the making of the car's body, and alongside of each he had the corresponding material which went into the favored competitive body. Then he said:

"Now, Mr. Buyer, I know you are a very good judge of merchandise. You have been buying a great part of your life and gained a great reputation as a judge of quality in goods. Here is what goes into my car—there is what goes into my competitor's car. I leave it all to your buying judgment."

It was certainly the right approach. This man *saw* immediately that the higher price included an equal hidden value, and the salesman left the office with a signed order for a car in his pocket. This later developed into a standard portfolio carried by all salesmen selling that automobile, and has proved very successful as a method of selling through showing.

Some lumber flooring manufacturers are matching the ends of their flooring now with a tongue and groove so that it fits together tightly at the ends as well as the edges. One firm selling this end matched flooring, found there was considerable doubt on the part of the dealers as to whether these ends, tongued and grooved, would be strong enough. This is a sort of thing one could talk about forever and never convince a man unless you show him, so the house had panels of regular flooring made up. The salesmen carry one of these around with them, and when the dealer brings up the objection of lack of strength at the ends, the salesman puts his panel

down on the floor and invites the dealer to jump upon it with his full weight. Two or three hops up and down do more convincing and selling than several hours of talking.

One of the best stories of this kind was told to me by a salesman who sells a product made principally of wood. What more than anything else determines the quality of this product is the care with which the lumber that goes into it is seasoned. After trying unsuccessfully to sell a man his product for several years, this salesman invited his prospect to go to the home factory at Buffalo with him and at his expense. There, the salesman showed him how the lumber was seasoned out-of-doors for two years. It was then taken in and put through the dry kiln a second time to take all possible moisture out of it. Finally, they put back the original amount of moisture which is normally in the air. This long, painstaking process insures an absolutely perfect, non-warping article. On the way home, the prospect remarked:

"You know, Joe, you've been telling me for a great many years what you did with your lumber, but I never realized what it really amounted to, until I saw what you do with it up there."

#### A SALESMAN SOLVES A PROBLEM

There was a case of a certain salesman who tried to sell a plant for a long time without success. The superintendent used his products for a short time but threw them out again, because he said the men complained they could not get satisfactory results out of them. The salesmen sent to the home factory for two of their best engineers, and got permission to have them work with the superintendent. These engineers spent three weeks in the plant conferring with the superintendent and working closely with the foreman directly in charge, after which time the results were such that both foreman and superintendent were thoroughly sold on the product and made up their minds that the men had been *bluffing* them before. The results

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## Direct Messages from the North Pole

*The First Ever Sent, Appeared  
Wednesday, May 12 in*



DIRECT NEWS of the Amundsen and Byrd flights over the North Pole appears in New York only in The New York Times.

Amundsen's own account of the entire trip only in The New York Times.

Commander Byrd's account of his own successful airplane flight over the Pole was sent by wireless exclusively to The New York Times.

Readers of The New York Times are interested in the details and scientific aspects of Polar explorations and other accomplishments in science, and form a most desirable group of prospective customers for any manufacturer, merchant or service. The Times has more readers of this kind than any other newspaper in the world.

The average net paid daily and Sunday circulation of The New York Times for the six months ended March 31, 1926, was 392,695—a gain of 10,690 over the preceding six months—a greater volume and a greater gain than any other New York morning newspaper of standard size.

# BLACKETT and SAMPLE INC.

## ADVERTISING

58 E. Washington Street, Chicago



We create the advertising for the following products:—

Lewis Lye

Ovaltine

Lana Oil Soap

Vanta Baby Garments

Towle's Log Cabin Syrup

Alemite Automotive Products

Gold Medal Flour, Foods and Feeds

Allen-A Hosiery and Underwear

Van Ess Scalp Massage

Hansen Gloves

Ball Fruit Jars

Anacin

and we try to assist each client in carrying out that particular type of sales work necessary for *him* to use in making *his* advertising a money-making investment.

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spoke for themselves, and thereafter the foreman insisted that his men use the products.

My friend, the automobile salesman, had a tough prospect in a house builder. He tried every way imaginable to sell him a closed car, and finally put the sale over by getting a cross-cut, which showed how beautifully the joints of this body were dovetailed. Here was something the ex-carpenter could understand. He knew woodworking, and he knew a well-made joint when he saw one. It looked good to him. Naturally, he inferred if the thing about which he knew a great deal was so well made and constructed, the rest of the construction which he did not understand would be equally good. Having been shown the fine points of the joint he was satisfied as to the integrity of the car and bought. A very clever example of selling through showing.

A salesman of lighting fixtures was trying to sell the owner of a hardware store in our town. The latter was very cynical and suspicious, which was only natural, the salesman said, because hardware dealers are perhaps loaded with more junk that does not move than any other type of retail store, and in time, through experience become "hard-boiled." The salesman noticed that the owner's office was simply railed off at one end of the store, and office work was being done under very bad lighting conditions. He got the hardware buyer to put a couple of his reflectors on these lights. The difference was very marked; so much so that the store owner exclaimed:

"Why, they *do* give more light, don't they?"

There was the basis of the sale right in a nutshell. The man would never have bought if he had not been shown.

The last and perhaps best example of selling through showing is that of the Celotex circus. Whenever a new dealer takes on Celotex, the Celotex company stages a circus for all the dealer's carpenters and contractors to show them exactly what the product is and how it can be used. The

dealer invites all the leading men of the town, as well as all the dealer's building contractors to a dinner. After dinner, representatives of the Celotex company are introduced by the dealer, and an illustrated talk on the manufacture and use of Celotex is presented by members of the sales force. Contractors are at liberty to ask questions at any time.

However, it is very noticeable that what has a more powerful selling effect than anything else, is not the sales talk or questions, but the demonstration tests, such as a phonograph in a box made of Celotex, which, when the cover is put upon it, deadens the sound until it can scarcely be heard. This proves to the contractor the sound insulating power of Celotex when used upon walls or under floors. Another test shows how heat cannot pass through the product, and two actual thermometers, one in a heated compartment, and the other right next to it, with one thickness of the board in between actually shows the contractor's eye that there is 110° difference in heat between. Finally, the strength test, which is the last test of the evening is run off, and contractors are so interested in it that they make bets as to which material will win the tug of war of strength. The clever part about it all is that the contractor who is used to touching things with hands, and seeing things with his eyes convinces himself on the quality of Celotex through his own senses. Actual tests like these have a profound and permanent selling effect.

Of course, the ideal selling is when all of the senses can be appealed to, but it is very certain that most men are more readily convinced if they are *shown* something rather than *told* something.

#### New Accounts for Boston Agency

The Cities Service Refining Company, Boston, has appointed the P. F. O'Keefe Advertising Agency, of that city, to direct its advertising. The Vincent Whitney Company, Boston, and the Riverside Boiler Works, Inc., Cambridge, have also placed their advertising accounts with this agency.

## What Do You Earn on Your Sales?

*(Continued from page 6)*

necessary for the third ratio are only rarely available. An important factor in this third ratio, it will be remembered, is "cost of goods sold." The figures for this factor are generally grouped with selling costs and administration expenses. This grouping, by the way, precludes comparisons of the selling expenses of a business with those of another business in the same industry. Think what an advantage most businesses would enjoy if they could only compare their selling costs with the selling costs of businesses in the same and in kindred industries! Wouldn't such a comparison give the head of a business a really worth-while index to the ability of his sales manager and his sales staff? This breakdown in the general figures now presented in financial statements would also allow for a comparison of administrative expenses. Management—that is to say the executive officers' composite ability—could then be compared. Further than this—a ready comparison of production costs also would be possible.

Think how much more intelligently the operating management of a business could not only be judged, but could guide itself, if each industry could agree upon a uniform method of having its membership state its financial condition! And remember that the creation of tables on operating ratios would be but one of several good results flowing from such standardized financial reports. Banker and investor would be greatly benefited by the information that could be compiled from standardized financial reports. That aspect, however, is not one for discussion here.

The idea of uniform financial reports is neither new nor impractical; in fact, the Interstate Commerce Commission requires the railroads of the country to furnish uniform reports. Such statements as published, for ex-

ample, in a condensed form in "Moody's Railroad Manual," afford an accurate and uniform comparison both from the operating and financial standpoints. The Interstate Commerce Commission also requires standardized reports from telephone and telegraph companies, certain steamship, traction and pipe lines, etc. The various States now have public service commissions which require annual reports on a uniform basis from public utilities, including companies supplying gas, water, electric light and power in their jurisdiction. With these precedents, it cannot be denied that to an extent, at least, uniform reports, standardized as to terms, can be issued by industrial corporations.

Objections against standardized financial statements can be mentioned, and it might be well to consider this phase of the matter. Among the outstanding objections would be the fact that industrials differ radically from railroads and public utilities, which do a more stable business and afford a better basis for comparisons by reason of the relatively few lines of activity in which they are engaged. Such criticism, I believe, was met in an earlier part of this article, when it was suggested that each industry endeavor to make its own reports uniform. Certainly, no good reason can be offered against such a suggestion. Of course, that suggestion limits the scope of comparisons which can be made. However, the fact that comparisons are limited in this way is entirely justified by prevailing practices with respect to uniform reports for steam railroads and the various utilities, each having separate classifications to permit of a uniform comparison of one with another, rather than attempting any standardization for the purpose of comparing the operations of a railroad with a company supplying some other type of service.

Another and a very common objection that would be made is that industrial corporations, not having a monopoly, as do many public service enterprises, are subject to the



*Making Your Product  
**STAND OUT**  
 in the crowd*

ING-RICH Signs on your customers' stores give an identity to your line. Just as character makes a man a personality instead of just a "person" so Ing-Rich Signs make your product a feature in a merchant's stock instead of just one item in a "line".

The experience of many of the keenest advertisers in the country proves this—definitely.

Brilliant colors rendered in permanent porcelain—guaranteed not to fade, rust nor tarnish for ten years—that's an Ing-Rich Sign. There is no cheaper—or more effective—advertising.

*Write for catalog and specimen sign.*

INGRAM-RICHARDSON MFG. CO.  
 College Hill  
 BEAVER FALLS, PENNSYLVANIA

**ING-RICH SIGNS**  
*Fadeless Publicity in Everlasting Porcelain*

keenest competition, and therefore information as to the workings of their business must not be revealed. This is not only an old-fashioned notion but an idea constantly dissipated by concerns so placed which regularly furnish the facts without any apparent hardship. Furthermore, such an attitude is a reflection on the management, which should have no hesitancy in the matter if it is conducting the business on an efficient basis.

The big reason for unintelligible financial reports, it would seem, can be ascribed to "fear." Corporations supplying articles of general consumption, such as foodstuffs, fear that politicians and certain governmental agencies would make trouble if profits appeared excessive. One of the most effective methods of meeting such criticism is to show, by well directed advertising, as certain packers have done, that the margin of profit is the important consideration, not aggregate profits. Further, if the latter bulk too large on outstanding capitalization, the picture can be changed by the simple expedient of increasing share capital by splitting up the stock as was recently done by a well-known company which had been concealing actual earnings for years rather than run the risk of publishing them.

All of these objections will eventually be battered down. Industries will, one by one, begin to put out fairly uniform financial statements. There are forces working toward such an end.

Investment service organizations and financial publications are working day in and day out for more intelligent financial reports. Then there are the many stock exchanges of the country. The New York Stock Exchange, for example, has stringent requirements for the listing of securities. Among these requirements is one which calls for very detailed financial reports. The New York Stock Exchange and other exchanges might very well give consideration to this idea of uniformity in terminology and form on financial reports. So also might the investment banking

houses of the country. At present, they require elaborate reports before underwriting new securities. If these bankers would but realize the fact that from uniform financial reports valuable operating and financial management tables could be set up, I feel certain they would seek to bring all enterprises in which they have an interest into line with this movement.

Perhaps one of the greatest forces for bringing about this change is the trade association. These organizations have the necessary influence by reason of unified membership to make a great contribution. It should be clear to these associations and to their entire membership that by action of this kind cleaner, better and more intelligent competition would be made possible.

Another agency with a direct interest in the matter, and one carrying great weight, is the certified public accountant. He can work to this end through his associations, the American Institute of Accountants and the American Society of Certified Public Accountants. Those organizations have the necessary influence to accomplish definite results, by showing the advantages of uniform financial reports to all concerned.

In the final analysis, however, everything depends upon the individual business. If an individual business wants figures on which to judge its selling, operating or financial management that business should be made to understand that it must first give before it can get. In other words, unless it is willing to give out intelligent and understandable financial reports then operating and financial ratios that will serve as the standards for industrial enterprises can never be created.

#### "Motorcoach," a New Publication

The first issue of *Motorcoach*, published by the William F. Noll Company, Inc., New York, will appear in June. The new publication, a semi-monthly, will be devoted to the interests of passenger motorcoaches and buses. Its page size will be 4½ inches by 5½ inches. Charles A. Sheehan is business and advertising manager.

# 300

Nebraska hardware dealers have subscribed to a \$30,000.00 advertising campaign in **THE NEBRASKA FARMER**.

This advertising will appear every week for three years, occupying from one-fourth page to two full pages in each issue.

The campaign will be educational in character, the entire purpose being to secure more farm trade, and establish better relations between farmer and dealer.

## Nebraska Dealers Know What They Want

When so large a number of dealers in a given line select the kind of farm paper they are willing to spend their money in, what better cue could be given national advertisers?

Large circulation figures do not impress rural dealers as they once did. They want to know how much of the circulation is on R. F. D.'s in their own trade territory. They will not be fooled—not if we can help it.

## THE NEBRASKA FARMER

*Nebraska's Farm Paper*

SAM R. McKELVIE, Publisher, Lincoln, Nebraska

Wallace C. Richardson, Inc.  
250 Park Avenue  
New York



Standard Farm Papers, Inc.  
307 No. Michigan Ave.,  
Chicago, Ill.

Edw. S. Townsend, 822 Kohl Bldg., San Francisco

*Advertisers desiring national coverage in the leading agricultural states should use the Standard Farm Paper Unit—2,000,000 circulation with local influence.*

# FOOD

—For Housewives  
—For Thought

## 316,368 Lines of HOME Grocery Advertising

(In a 35,000 Town)

The Daily Pantagraph is proud of the compliment extended by the grocers of Bloomington, who month-in and month-out use an average of 26,364 lines of advertising to appeal to the housewives of Central Illinois.

These grocers know the value of a medium that goes into 6 out of 7 of the 8,039 homes of Bloomington and Normal, and 77% of the 16,000 homes of McLean County—and prove it by using The Daily Pantagraph almost exclusively.

### A PAID CIRCULATION OF 19,003

Offering the ONLY Economical Way to Reach  
the Housewives of Central Illinois

## The Daily Pantagraph.

Published Every Morning Except Sunday at Bloomington, Ill.

#### REPRESENTATIVES—

CHAS. H. EDDY CO., 247 Park Ave., New York City; 294 Washington St., Boston. J. H. GRIFFIN, Room 840, 140 S. Dearborn St., Chicago. P. A. FOLSOM, Chemical Bldg., St. Louis, Mo.

Member A. B. C. A. N. P. A., Associated Press.

# A List of Slogans Used by Publishers

Many Publishers Find It Necessary to Use Two Slogans

THE slogan problem of the publisher—whether he publishes a newspaper, general or class periodical, farm paper, business paper or industrial paper—is a peculiar one. Most manufacturers find a single slogan suffices for all purposes. It is true that a number of manufacturers use anywhere from two to a dozen different slogans, but the necessity of such a policy is open to question.

With the publisher, however, it frequently is almost compulsory to employ two slogans—one, with a special appeal to readers, and a second one designed to make a particular appeal to advertisers and prospective advertisers.

There are other circumstances which rather set apart the slogan problems of publishers. For this reason, PRINTERS' INK has collected 175 phrases advertised by publishers of all types. The list affords publishers a splendid opportunity to study what others have done along this line.

All these phrases have been registered in our Clearing House of Advertised Slogans. We shall be glad to hear from publishers whose slogans are not included in this list and to include their slogans in our registry.

"Actual Stories of Actual People," *Secrets*, Cleveland, Ohio.

"All the News That's Fit to Print," *The New York Times*, New York.

"Always First, Always Fair, Always Complete," *Indianapolis Star*, Indianapolis, Ind.

"Always in the Lead," *The Detroit News*, Detroit, Mich.

"Always Reaches Home," *Newark Evening News*, Newark, N. J.

"Always Reliable," *The Philadelphia Record*, Philadelphia, Pa.

"America's Investment Weekly," *Financial World*, New York.

"America's Magazine for the Outdoorsman," *Field & Stream*, New York.

"America's Quality Magazine of Discussion," *Forum*, New York.

"An American Institution," *The Saturday Evening Post*, Philadelphia.

"As National as Agriculture," *Farm Life*, Spencer, Indiana.

"Ask Us About Advertiser's Co-

operation," *Allentown Morning Call*, Allentown, Pa.

"The Automotive Business Paper," *Motor*, New York.

"Baltimoreans Don't Say 'Newspaper'—They Say 'Sunpaper,'" *The Baltimore Sun*, Baltimore, Md.

"The Best Comedy in America," *College Humor*, Chicago, Ill.

"The Big Book with the Orange Cover," *Talking Machine World*, New York.

"The Big News Always First," *Boston Telegram*, Boston, Mass.

"The Boy Scouts' Magazine," *Boys' Life*, New York.

"A Brisk Magazine of Parisian Life," *Paris Nights*, Philadelphia, Pa.

"The Business Magazine of the Radio Industry," *Radio Retailing*, New York.

"Canada's Greatest Newspaper," *The Montreal Daily Star*, Montreal, Que.

"Canada's National Farm Journal," *Family Herald and Weekly Star*, Montreal, Que., Canada.

"Canada's National Newspaper," *The Toronto Globe*, Toronto, Ont., Canada.

"Chicago's Best and Cleanest Paper," *The Chicago Evening Post*, Chicago.

"Chicago's Only Illustrated Tabloid Newspaper," *L & T Illustrated News*, Chicago, Ill.

"The Children's Own Magazine," *Child Life*, Chicago, Ill.

"A Class Magazine in a Class by Itself," *Harper's Bazaar*, New York.

"A Clean Home Newspaper," *Long Beach Press-Telegram*, Long Beach, Calif.

"Covers the Whole Field Completely and Intensively," *York Gazette and Daily*, York, Pa.

"The Dairy Paper of the New York City Milk-Shed," *Dairymen's League News*, New York.

"Dallas Is the Door to Texas. The News Is the Key to Dallas," *The Dallas Morning News*, Dallas, Texas.

"Daytime Is Selling Time," *Morning Newspaper Publishers Association*, Indianapolis, Ind.

"Detroit's Home Newspaper," *The Detroit News*, Detroit, Mich.

"Devoted to the Best Interests of South Florida," *The Palm Beach Times*, Palm Beach, Fla.

"A Dominant Influence in the Jewelry Industry," *The Keystone*, Philadelphia, Pa.

"The Dry Goods Daily," *Daily News Record*, New York.

"Edited by Yachtsmen for Yachtsmen," *Yachting*, New York.

"Elizabeth's Growing Newspaper," *Elizabeth Times*, Elizabeth, N. J.

"The Engineering Magazine," *Industrial Management*, New York.

"Everything in Baltimore Revolves Around 'The Sun,'" *The Baltimore Sun*, Baltimore, Md.

"The Farm Weekly of Largest Circulation and Most Influence," *The Pro-*

*gressive Farmer*, Birmingham, Ala.  
 "First—By Merit," The Milwaukee *Journal*, Milwaukee, Wis.  
 "First for the South," *The Times-Picayune*, New Orleans, La.  
 "First in Chicago," The Chicago *Daily News*, Chicago, Ill.  
 "First in Cleveland," The Cleveland *Press*, Cleveland, Ohio.  
 "First in Dayton—Third in Ohio," Dayton *Daily News*, Dayton, Ohio.  
 "First in The Farm Field," *Farm Journal*, Philadelphia, Pa.  
 "First to Last—the Truth: News—Editorials—Advertisements," *New York Herald Tribune*, New York.  
 "Florida's Fastest Growing Newspaper," The Miami *Tribune*, Miami.  
 "Florida's Great Home Daily," The Tampa *Daily Times*, Tampa, Fla.  
 "Florida's Leading Publication," *Hollywood Magazine*, Hollywood, Florida.  
 "Florida's Most Important Newspaper," The Miami *Herald*, Miami, Fla.  
 "For Busy Business Men," *Forbes*, New York.  
 "For Home Lovers in Cities, Towns and Suburbs," *Better Homes and Gardens*, Des Moines, Iowa.  
 "For More Than Twenty-five Years the National Magazine of the Furniture Trade," *The Furniture Record*, Grand Rapids, Mich.  
 "For You and Your Town," Kansas City *Kansan*, Kansas City, Kansas.  
 "Gateway to the Jewish Market," Jewish *Daily Forward*, New York.  
 "The Globe Sells Boston," The Boston *Globe*, Boston, Mass.  
 "Goes to the Home, Stays in the

Home," The Cincinnati *Enquirer*, Cincinnati, Ohio.  
 "A Good Newspaper," Chicago *American*, Chicago, Ill.  
 "The Great Newspaper of the Great Southwest," Los Angeles *Examiner*, Los Angeles, Calif.  
 "Growing Just Like Atlanta," Atlanta *Georgian and Sunday American*, Atlanta, Ga.  
 "The Home Newspaper," The Detroit *News*, Detroit, Mich.  
 "The Home Paper of the Industrial Worker and the Farmer," *The Industrial News*, Lansing, Mich.  
 "The Homecraft Magazine," *People's Popular Monthly*, Des Moines, Iowa.  
 "A Human Interest Newspaper," New York *Evening Graphic*, New York.  
 "An Illustrated Weekly of Current Life," *The Outlook*, New York.  
 "In Canada Its Newspapers for National or Sectional Coverage," Daily Newspapers of Canada.  
 "In New Orleans It Is the Item-Tribune," New Orleans *Item-Tribune*, New Orleans, La.  
 "In Philadelphia Nearly Everybody Reads 'The Bulletin,'" The Philadelphia *Evening Bulletin*, Philadelphia, Pa.  
 "An Independent Newspaper," Los Angeles *Evening Herald*, Los Angeles, Calif.  
 "An International Daily Newspaper," *The Christian Science Monitor*, Boston.  
 "Iowa's Greatest Evening Paper," Des Moines *Evening Tribune*, Des Moines.  
 "Is the Telegram on Your 1926 List," The New York *Telegram*, New York.  
 "It Dominates Dixie," The Memphis

# The Boston Evening Transcript

## SUMMER CAMP ADVERTISING

Of itself important, advertising of boys' and girls' camps is of greatest value as an index of the character of readers and of their ability to buy whatever and wherever they choose.

No New England newspaper equals the TRANSCRIPT'S "Camps" lineage.

*National Advertising Representatives*

CHAS. H. EDDY CO.  
 Boston New York Chicago

R. J. BIDWELL CO.  
 San Francisco Los Angeles



The Sales Manager asked  
the Advertising Manager—

The Advertising Manager  
asked the Agency—

The Agency asked  
the Dealer

NOT just one dealer, of course, but thousands, and their answers decided the company's policy—"to pack the new product in glass."

For the average dealer gives to glass packed products free window and general display space that less attractive packages would gladly pay for. And the average consumer is always tempted by the extra quality he knows the glass package contains.

Fifty years of bottle making permit us to offer nearly every conceivable kind of glass container. In addition we supply to many leading nationally advertised brands their labels, cartons, re-shipping cases and packaging machinery—all produced in our own plants. A complete service, if you please, from the formula to the sale.

*We invite your inquiries.*

**Illinois Glass Company**

*Established 1873*

ALTON

ILLINOIS

# Good Copy

**is copy. Imitators follow it as closely as they dare. But while the style of good copy is fairly easy to imitate, it is hard to create.**

**When the "adapted" imitation is used, it rarely fits like the clean cut original built to meet an individual need.**

**It's the difference between the "custom made" and "hand me down" schools of advertising.**

**HAWLEY  
ADVERTISING  
COMPANY  
Inc.**

**95 MADISON AVE.  
NEW YORK CITY**

*Commercial Appeal*, Memphis, Tenn.  
"The Journal Covers Dixie Like the Dew," *Atlanta Journal*, Atlanta, Ga.  
"The Key Magazine of Industry," *Manufacturers News*, Chicago, Ill.

"The Key to Happiness and Success in Over a Million Farm Homes," *Comfort Magazine*, Augusta, Maine.

"The Largest Catholic Magazine in the World," *Columbia*, New York, N. Y.

"Largest Daily Circulation in Brooklyn of Any Brooklyn Newspaper" *Brooklyn Standard Union*, Brooklyn.

"The Largest Daily in the 49th State," *St. Louis Globe-Democrat*, St. Louis, Mo.

"Largest Evening Circulation in America," *New York Evening Journal*, New York.

"The Largest Magazine for Men," *The Elks Magazine*, New York, N. Y.

"Largest Morning and Sunday Circulation in Ohio," *Cleveland Plain Dealer*, Cleveland, Ohio.

"Largest Morning and Sunday Circulation West of St. Louis," *Los Angeles Examiner*, Los Angeles, Calif.

"Largest Net Paid Circulation in the Textile Field," *Textile World*, New York.

"A Live, Picture Tabloid Newspaper for All the Family," *The Daily Mirror*, New York.

"The Louisiana-Mississippi Farm Paper," *Modern Farming*, New Orleans.

"A Magazine for Farm Women" *The Farmer's Wife*, St. Paul, Minn.

"The Magazine for Milady," *Fashionable Dress*, New York.

"The Magazine for Parents," *Children*, New York.

"A Magazine of Better Merchandising for Home Furnishing Merchants," *Furniture Record*, Grand Rapids, Mich.

"The Magazine of Business," *System*, Chicago, Ill.

"A Magazine of Clean, Good Humor," *Laughter*, Philadelphia, Pa.

"The Magazine of the Hour," *Radio Age*, Chicago, Ill.

"The Magazine of Management," *Factory*, Chicago, Ill.

"The Magazine of the Radio Trade," *Radio Merchandising*, New York, N. Y.

"The Magazine of Service," *The Rotarian*, Chicago, Ill.

"The Magazine of the Toiletries Trade," *Good Looks Merchandising*, New York.

"The Magazine That Brings the Outdoors In," *Outdoor Recreation*, Mt. Morris, Ill.

"Magazines of Clean Fiction," All Fiction Field, New York.

"The Manufacturing and Construction Journal of the Textile Industry," *Cotton*, Atlanta, Ga.

"The Minister's Trade Journal Since 1899," *The Expositor*, Cleveland, Ohio.

"The Modern Farm Paper," *The Country Gentleman*, Philadelphia, Pa.

"More Than a Magazine—An Institution," *Christian Herald*, New York.

"The Most Influential Hardware Paper," *Hardware Age*, New York.

"The National Broadcast Authority," *Radio Digest*, Chicago, Ill.

"The National Filling Station Magazine," *Gas Station Topics*, New York.

"The National Guide to Motion Pictures," *Photoplay Magazine*, Chicago.

"The National Magazine of the Drug

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# The St. Paul Daily News

## *Nineteenth in Roto Advertising*

The official figures for The St. Paul Daily News, year of 1925, was 269,416 lines. Exceeded by only one paper in the United States with equal population.

## *The Leading Roto Medium Twin Cities*

While The Daily News ranked as 19th in advertising volume, its competitors occupied the 27th, the 35th and the 45th places.

### *Use Roto Advertising in*

## **THE ST. PAUL DAILY NEWS**

**C. D. BERTOLET** General Manager  
**NATIONAL ADVERTISING**  
30 N. Dearborn St., Chicago

#### New York Representatives

386 Fifth Avenue

**E. E. WOLCOTT—H. K. BLACK**

#### Chicago Representatives

30 N. Dearborn St.

**T. C. LEMON—B. D. BUTLER**

S. P. La DUE

#### Kansas City Representatives

Land Bank Bldg.

**DAVIES & DILLON**

#### Pacific Coast Representatives

R. J. BIDWELL CO.

San Francisco—742 Market St.

Los Angeles—Times Bldg.

Seattle—White Henry Stuart Bldg.

# *Think of*— **Cedar Rapids, Iowa**

A prosperous city in the heart of the world's richest agricultural section.

A cereal city in which the Quaker Oats Company is spending \$5,000,000 enlarging its home plant, and the Three Minute Cereal Company is adding a \$150,000 office building to its present equipment.

An industrial city where \$7,500,000 in addition to cereal mills expenditures is being applied right now to corporation and municipal expansion.

A city that is used for tests by many national advertisers who almost invariably patronize the one paper with a fifty per cent greater net paid circulation than its competitor's.

A city where the one ever-dominant newspaper with its circulation supremacy leads every day in foreign display, local display, and classified advertising, and

THAT NEWSPAPER IS  
**The Evening Gazette**

Represented By

**ALLEN-KLAPP CO.**

**489 5th Ave.  
New York**

**Tribune Tower  
Chicago**

Trade," *Drug Topics*, New York, N. Y.  
 "The National Magazine of the  
 Grocery Trade," *The Progressive  
 Grocer*, New York.  
 "The National Magazine of the  
 Hardware Trade," *Good Hardware*,  
 New York.  
 "The National Weekly," *Collier's*  
 New York.  
 "A National Weekly Newspaper De-  
 voted to the Fraternal Interpretation  
 of the World's Current Events," *The  
 Fellowship Forum*, Washington, D. C.  
 "Nebraska's Farm Paper," *The Ne-  
 braska Farmer*, Lincoln, Neb.  
 "The Necessary Two Million +,"  
*True Story*, New York.  
 "New York's Picture Newspaper,"  
*The Daily News*, New York.  
 "The News Unbiased and Unbossed,"  
*Ohio State Journal*, Columbus, Ohio.  
 "A Newspaper for Everybody—It  
 Goes Into the Home," *The Boston  
 Traveler*, Boston, Mass.  
 "No Matter What Kind or What  
 Priced Merchandise You Make—The  
 Plain Dealer Alone Will Sell It," *The  
 Cleveland Plain Dealer*, Cleveland, Ohio.  
 "The Northwest's Only Weekly Farm  
 Paper," *The Farmer*, St. Paul, Minn.  
 "Nothing to Serve But the Public  
 Interest," *Des Moines Capital*, Des  
 Moines, Iowa.  
 "Ohio's Greatest Home Daily," *The  
 Columbus Dispatch*, Columbus, Ohio.  
 "Ohio's Greatest Newspaper," *The  
 Cleveland News*, Cleveland, Ohio.  
 "Oklahoma's Greatest Newspaper,"  
*Tulsa World*, Tulsa, Okla.  
 "The Oldest Farm Paper in Amer-  
 ica," *The Southern Planter*, Richmond,  
 Va.  
 "One Hundred Years Young," *The  
 Youth's Companion*, Boston, Mass.  
 "One of the West's Great News-  
 papers," *Oakland Tribune*, Oakland,  
 Calif.  
 "The Paper That Is England,"  
*Punch*, London, England.  
 "Philadelphia's Newspaper," *The  
 Philadelphia Evening Bulletin*, Phila-  
 delphia, Pa.  
 "The Plumbing and Heating  
 Weekly," *Domestic Engineering*, Chi-  
 cago, Ill.  
 "The Point of Penetration to the  
 Shoe Market," *Boot and Shoe Recorder*,  
 Boston, Mass.  
 "The Poultry Authority," *Poultry  
 Tribune*, Mount Morris, Ill.  
 "Predominant with the Eighteen to  
 Thirty Age Group," *Photoplay Maga-  
 zine*, Chicago, Ill.  
 "Prints the News—Tells the Truth,"  
*The Signal*, Zanesville, Ohio.  
 "Prosperity Follows the Plow," Agri-  
 cultural Publishers Association, Chi-  
 cago, Ill.  
 "Published in the Heart of America:  
 Most Prosperous District of the World,"  
*Kansas City Post*, Kansas City, Mo.  
 "The Quality Magazine of the Radio  
 Industry," *Radio Broadcast*, Garden  
 City, L. I., N. Y.  
 "Read by Everybody—Everywhere,"  
 All Fiction Field, New York.  
 "The Retailer's Daily Newspaper,"  
*Women's Wear*, New York.  
 "St. Louis' Largest Daily," *St. Louis  
 Globe-Democrat*, St. Louis, Mo.  
 "St. Petersburg's Picture Paper,"  
*St. Petersburg Daily News*, St. Peters-  
 burg, Fla.



In England  
 the best  
 Advertising  
 always appears  
 in  
**Punch**  
 —The  
 Paper  
 that  
 is  
 England

♦

MARION JEAN LYON  
 Advertisement Manager, "PUNCH"  
 80, FLEET STREET  
 LONDON, E.C. 4, ENG.

"The Salt of the Earth—The Subscribers to Needlecraft—Over One Million of Them," *Needlecraft Magazine*, New York.

"San Francisco's Leading Evening Newspaper," *The San Francisco Call*, San Francisco, Calif.

"Seattle's Only Morning Newspaper," *Seattle Post Intelligencer*, Seattle, Wash.

"The Service Magazine," *Architecture*, New York.

"The South's Fastest Growing Newspaper," *The Dallas Times Herald*, Dallas, Tex.

"The South's Greatest Newspaper," *The Birmingham News*, Birmingham, Ala.

"The South's Greatest Newspaper," *The Memphis Commercial Appeal*, Memphis, Tenn.

"The South's Standard Newspaper," *The Atlanta Constitution*, Atlanta, Ga.

"Southern Ohio's Greatest Newspaper," *The Cincinnati Post*, Cincinnati, Ohio.

"Standard Farm Papers of Known Value," Standard Farm Paper Unit, New York.

"The Standard Southern Newspaper," *The Atlanta Constitution*, Atlanta, Ga.

"Starts the Day in Detroit," *The Detroit Free Press*, Detroit, Mich.

"A Story-Telling Pictorial of Stage, Art, Screen, Humor," *American Beauties*, Philadelphia, Pa.

"Texas' Oldest Newspaper," *The Galveston News*, Galveston, Tex.

"There's a Difference in Farm Papers," *Successful Farming*, Des Moines, Iowa.

"The Three-Cent Quality Medium of America's Greatest Market," *The World*, New York.

"True Stories from Real Life," *Smart Set*, New York.

"The Truth Without Courting Favor or Fearing Condemnation," *Kansas City Post*, Kansas City, Mo.

"The 12-Hour Papers," *St. Paul Dispatch and Pioneer Press*, St. Paul, Minn.

"A Weekly for the Whole Family," *Liberty*, New York.

"The Weekly News Magazine," *Time*, Cleveland, Ohio.

"The West's Great National Magazine," *Sunset*, San Francisco, Calif.

"The West's Great Paper," *The Salt Lake Tribune*, Salt Lake City, Utah.

"Where Advertising Pays It Stays—and Grows," *Boston Herald*, Boston, "Where Buyer and Seller Meet," Association of North American Directory Publishers, New York.

"While There Is Life There's Hope," *Life*, New York.

"Wichita's Only Evening Newspaper," *The Wichita Beacon*, Wichita, Kansas.

"The World's Greatest Catholic Monthly," *Extension Magazine*, Chicago, Ill.

"The World's Greatest Industrial Paper," *The Iron Age*, New York, N.Y.

"The World's Greatest Newspaper," *The Chicago Tribune*, Chicago, Ill.

"The World's Greatest Travel Pub-

Monthly," *Extension Magazine*, Chicago.

"The World's Textile Authority," *Textile World*, New York.

"Written So You Can Understand It," *Popular Mechanics*, Chicago, Ill.

## TAMPA is a "TRIBUNE Town" --

In Tampa, folks read the paper they have read for years and are particularly responsive to advertised offerings in its columns. Readers' preference guide local and national advertisers to concentrate in

## THE TAMPA TRIBUNE

The FIRST newspaper in Tampa—morning or evening—and leader in circulation and advertising lineage for more than a third of a century.

*National Representatives*  
THE S. C. BECKWITH SPECIAL AGENCY

**A Story at a Glance**

A GOOD MAP tells a story at a glance. Just as the map above shows how strategically we are located to serve the majority of the country's business enterprises. Sixty per cent of the population of the United States lies within this territory, all within an overnight ride from Buffalo!

Let a good map tell *your* story. We will gladly submit samples, suggestions and prices if you'll write for them on your business letterhead.

**J. W. CLEMENT CO.**  
COMBINED WITH  
**THE MATTHEWS-NORTHRUP WORKS**

*Planning - Engraving - Printing - Binding - Mailing  
Map Specialists*

NEW YORK      BUFFALO      CLEVELAND

## Proper Names as Trade-Marks

*Washington Bureau  
of PRINTERS' INK*

A RECENT decision of the Patent Office appears to reverse the ruling on the registration of many proper names. For a long time, the Patent Office has interpreted literally the Act of 1905 which provides that no mark shall be registered consisting merely of the name of an individual, firm, corporation or association, not written, printed, impressed or woven in some particular or distinctive manner.

Now, the Patent Office has allowed the registration of the name "Hertz" on the claim that the word is not merely the name of an individual but is, in the German language, the name for "heart."

The second contention of the applicant was that even assuming the word to be merely the name of an individual, it is only an element of a composite mark otherwise wholly arbitrary and fanciful,

formed of distinctive lettering, and that the composite mark is in consequence, clearly registrable. It was further claimed by the applicant that aside from any particular form of the letters of the name, the association of the name with the arbitrary features of the entire composite mark justifies the view that the name is printed in a particular or distinctive manner, and that the composite mark is, therefore, registrable under the terms of the act.

This trade-mark consists of a representation of a heart, colored red, and having a silver-like border with a black strip on the border. Diagonally across the heart is a silver-like strip, upon which appears the name "Hertz."

This mark, as an indicator of origin for motor cars, was filed for registration on February 6, 1925, by the Yellow Cab Manufacturing Company. The chief examiner, acting according to the well established policy of the Patent Office, indicated that the mark was registrable only if the name was disclaimed except in the

**The most intensive coverage of the greatest purchasing power in the third largest city of the State of New Jersey  
is provided by**

## **The Paterson Press-Guardian**

leading evening newspaper, with a net paid circulation for the first three months of this year of over 15,000, and which is now installing its new Metropolitan Low Unit High Speed Duplex Sextuple Press which will enable it to accommodate the ever growing demand for its product.

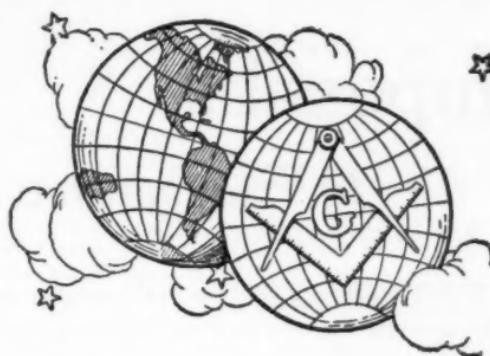
The Press-Guardian enjoys the greatest prestige and has no commuter or "office basket" circulation. **EVERY COPY REACHES A WORTHWHILE HOME AND STAYS THERE!**

The Press-Guardian strictly adheres to its rate card and enjoys the highest local rate of any newspaper in the city. It carries more exclusive high-grade accounts than any other paper in the city and made greater gains in advertising lineage in 1925 than its two competitors combined.

National Representatives

**G. LOGAN PAYNE CO.**  
Chicago Detroit Atlanta  
St. Louis Los Angeles

**PAYNE, BURNS & SMITH**  
New York Boston



## *The Big Problem—* Getting Your Story To Those Who Have Money To Buy With

New York State Masons have ample purchasing power to secure the best the world can afford.

Of importance to you, Mr. Advertiser, is the fact that almost every Masonic family in New York State is listed in the income tax report.

15,000 of these Masons receive Square and Compass every week—which means reaching 15,000 families with way-above-the-average purchasing power.

The cost of reader contact with these 15,000 homes is less than 1 1/3c each.



Utica, N. Y.

New York Advertising office  
130 West 42nd Street  
Room 1106, Phone WIS. 1168  
Mr. S. C. Stevens, Mgr.

# Impossible to Exaggerate...!

**A**N ADVERTISEMENT is under your control until mats or electrotypes are sent to the publications...Then it goes out into an unsympathetic mechanical world that doesn't care whose advertisement it is.

Beautiful art work, wonderful copy and expert typography get no better treatment than the poorest specimen of a tyro.

All your splendid creative effort is transferred to a paper mat or a shell of copper which carries the responsibility of taking your advertising message to the public. Several additional mechanical transfers may be necessary before a printing is made.

Yet some organizations give more thought to the ordering of paper and twine than they do to who makes the mats or the electrotypes.

*"It does make a difference"*

# O'FLAHERTY

*Electrotypes • Mats • Stereotypes*

313-321 West 37th Street, New York

PHONE LACKAWANNA 8900

relation shown. The examiner based his requirements of the disclaimer on many previous rulings of the Patent Commissioner in which disclaimers were required.

The applicant appealed the case to the Commissioner of Patents and the Commissioner's office reversed the opinion of the examiner. The final opinion holds that the mark in question is "written, printed, impressed, or woven in some particular or distinctive manner." It also holds that the nature of the mark makes it as mandatory upon the officials of the office to register the mark as it is mandatory that the officials shall deny registration when the mark consists of merely such a name not written or printed in any particular or distinctive manner.

In regard to the dual meaning of the word, the applicant cited the case of Van Eyck, in which the German word, "Weck," an abbreviation of the word "wecken" which means to awake or awaken, was held not to be merely the name of an individual and consequently, not prohibited registration by the statute.

In commenting on this point, the Patent Office decision states that it is believed unnecessary, in view of the ruling upon the other point, to decide whether this case falls within the holding in the Van Eyck case. The decision appears to be based entirely on the distinctiveness of the design or lettering of the word, "Hertz," although there is little doubt that it was somewhat influenced by the fact that the word is not merely the name of an individual.

It is impossible to say to what extent this decision will establish a precedent for future rulings of the kind. Nevertheless, it shows a progressive attitude of the Patent Office, and there is no doubt that applicants for registration of marks in which a proper name predominates will find it easier to secure registration under similar conditions.

Charles Donelan, formerly with the *Patch* and *Pioneer Press*, St. Paul, Boston *Herald-Traveler*, has joined the Conlon Prescott Advertising Agency, Boston, as copy writer and artist.

## Promoting a Whole Industry by Combined Methods in Advertising

# COOPERATIVE ADVERTISING BY COMPETITORS

A Valuable New Book by  
HUGH E. AGNEW, A.B., M.Pd.

Professor of Advertising, New York Univ.; Formerly Director of Research, Periodical Pub. Assn.

ASSOCIATIONS and groups of competing manufacturers, retail merchants, bankers and insurance companies, communities and churches have used cooperative advertising successfully to educate or inform the public, create interest, build confidence, develop good will, overcome prejudice or superstition, etc. This book by an expert furnishes a complete and practical description of the plans and methods used by about forty associations in their campaigns. Failures as well as successes are described and the reasons therefor discussed. Special sections on church and community campaigns. An invaluable book for all such associations, for advertising writers and solicitors. Fully illustrated, \$4.00.

### THIS BOOK SHOWS HOW TO

- Plan a Campaign
- Prepare a Budget
- Raise Funds
- Arrange Methods of Assessment
- Prepare Forms of Contracts for Members
- Determine the Proper Time
- Avoid Undertaking the Impossible

HARPER & BROTHERS, P. I. 5-26  
49 East 33rd St., New York, N. Y.

Gentlemen: Please send me postpaid for free examination on approval one copy of COOPERATIVE ADVERTISING BY COMPETITORS. By Hugh E. Agnew.

I agree to remit \$4.00 within ten days of receipt of book, or to return the book.  
 I enclose my check for \$4.00.  
 Please send this book C. O. D.

Name ..... PLEASE PRINT

Address .....

Bus. Connection .....

# Dare to Be Different in Layouts

Originality in Advertising Design Is Becoming Increasingly Important

By A. L. Townsend

**O**RIGINALITY in laying out the advertisement is apparently as important, nowadays, as text and basic advertising idea. There never was a more urgent demand for artists and visualizers with fresh and untrammeled perspectives.

This is an age of true cleverness in designing. It began with the window-dresser, and has now caught up with the man who maps out the purely physical aspects of a campaign.

Did you ever look through a child's kaleidoscope? The fragments of colored glass, assisted by a system of mirrors, tumble into an apparently endless number of remarkable combinations and patterns. No two are alike. The variety, of course, is indeed practically without limit, brought about by all the blends of the colored glass, as, revolving and falling downward, they arrive at new juxtapositions.

There is some similarity between the kaleidoscope and its treasure trove of artistic patterns, and the advertising layout. There are surely as many combinations and compositions. Type and illustrative material can be "shaken up," as it were, and allowed to fall into odd, unconventional and unaccustomed patterns within a given space.

Advertisers have at last started in to turn the kaleidoscope of

layout and composition, and are delighted and not a little amazed over the new ideas which flash unexpectedly across their vision.

There is a very pronounced will-



WAHL MAKES IT A REGULAR PRACTICE TO DEFY TRADITIONS

ingness to get away from one large illustration, and to sprinkle smaller pictures through the space as copy elements appear to make them advisable. This invites kaleidoscopic arrangements and the composition around which no restrictions have been placed. One result is at once noticeable: Whereas a few years ago 50 per cent of the layouts bore a family resemblance, this no longer persists. The variety and the dissimilarity is far greater.

The Eversharp page showing a tilted pencil, its top end termi-



## The Man Behind the Desk

IT has often been said of the printing craft that, given the basic equipment, all the men behind that equipment need do is set the wheels in motion. But no equipment can be more efficient than the skill of the trained men who control it; nor are these men any bigger than the executives who direct them.

For while the craftsmen produce, this combination craftsman and executive sits behind his desk applying his experience obtained from contacts with the problems of all sorts of printing buyers *to the production of commercial results.*

Consult him and you will find him as anxious to apply his printing knowledge to the solution of your printing problems as you are to have them solved. He will *think with you* if you will give him the opportunity.

And if it be true that "an institution is the lengthened shadow of a man," then New York City's right to be called the Printing Centre of the World is directly attributable to this man behind the desk who guides the hands of the craftsmen.

If you have a copy of *The Green Book*, which lists in an easy-to-find manner the right printer for every printing job, feel free to call on any one of the names listed at any time. If you haven't a copy of this time-and-worry-saver, ask for one on your letterhead.

New York Employing Printers Association, Inc.  
and Allied Industries

Printing Crafts Building 461 Eighth Avenue New York, N. Y.

nating at the very heart of an ever widening series of color ripples, as if on water, is an emphatic example of the newer idea in composition. The product is in the bustling centre of action, and it is but natural that the modestly proportioned text will come in for its consistent share of reader attention.

Far more prevalent, however, is the kaleidoscopic composition where type and picture fall into strange, unexpected shapes, breaking down the last of the ancient traditions as to just how an advertisement should be put together.

There may be all the way from ten to thirty separate illustrations in a page and each picture in a different technique. Violent things are done to the rules of yesterday so far as typography is concerned. The cry is for originality of layout. This must take precedence over everything else. People will poke around in little puddles of type, provided the first physical make-up of the advertisement is sufficiently daring. It must win the optical senses to begin with.

And these same optical senses enjoy being surprised, jolted, treated to innovations. Sameness in anything is fatiguing. Have you noticed to what an agreeable extent a new format in a book or a catalogue appeals? Margins of white which violate tradition and curtailed banks of text set in a new way, always refresh the jaded eye. Advertising has at last become conscious of the great possibilities in this direction. There is no one certain place in the layout for the illustration; no rules, which are inexorable and binding, for typography. "Go as

far as you like," is the slogan of the art and copy visualizer of this generation.

The sensation is one of genuine surprise when the pages now employed for Murphy enamel are seen. Their absolutely radical departure from all that has gone before is obvious. To split the space into three columns of bold-face type and liberally open lines,

"I'd like you to know that the Murphy Enamel Company has had a long time—long enough in fact to be very foolish, or very experienced. If the Murphy Company has a reputation for making good finishes, it must be because throughout these thirty years it always tried to make the best it could." — Murphy.

## If you won't beautify your car how about protecting it?

A car needs enamel just as badly as it needs gas or oil—just as often, but as badly. Most owners repaint because they



can't stand the looks of the car, but the real dollars and cents reason is that it saves the car, saves it from deteriorating. You



put a trick lock on your car to save it from bandits. Why not put a coat of enamel on to save it from the elements? Save the surface, and you save all.

It's surprising how soon a car

turns down when you begin to neglect it, how much sooner your decide to trade it—and how little you get for it because it hasn't had the upkeep it de-

Da-Cote Enamel that you put on yourself with a brush. As between doing it yourself



or letting the painter do it, you must decide, but see that it is a Murphy finish. Either way you get a fine, quick job, one that dries over night, and one that



lasts and beautifies and protects your car.

The painter in your town applies Murphy Marcote deVarnish. The dealer in your town sells Murphy Da-Cote Broaching Enamel.

**Murphy**  
Marcote Lacquer Da-Cote Enamel

MURPHY VARNISH COMPANY • NEWARK • CHICAGO • SAN FRANCISCO • MONTEGO  
BOTH THE ILLUSTRATIONS AND THE GENERAL LAYOUT  
PLAN RUN CONTRARY TO CUSTOM

and to interject silhouette illustrations between different paragraphs would appear to go against the former rules of typographical and illustrative make-up. But it is interesting; it is different. It most assuredly attracts the eye, which is what the advertiser seeks.

Here, the idea is used of visualizing each sentence or group of sentences with an appropriate picture, rather than to attempt one large drawing to be all-inclusive.

We find many campaigns in which the illustration is literally embedded in text, the typography running on all four sides rather compactly. The continued use of



INVESTMENT advertising, steadily increasing in a growing quality magazine and yielding results, proves reader incomes in excess of living expenses, and substantial readers worth reaching.

The financial advertising section of **CURRENT HISTORY** has grown with exceptional rapidity.

# *Current* **HISTORY**

Times Annex, New York



1925

1926

Five months financial lineage comparison

# He's made \$15,000 in his first year—

On one contract alone—aside from all his other prospects right now.

And he closed his contract after he'd been with us only six months.

He'd had 10 years of advertising and sales experience—with an advertising agency—with two publishers and a manufacturer. He decided he wanted to capitalize his experience to the fullest extent and connect where he could earn the most for what he knew.

So what did he do? He joined our staff to sell *DIRECT* advertising.

Within 60 days he was hot on the trail of his first big account—and almost doubled his past yearly income in six months time.

But—when it came to direct advertising—he knew how to think—and plan—and write—and **SELL**.

If his story interests you—we'd like to hear from you—we're looking for some more men like him.

Whatever you write us will get no further than

**Sales Manager, Box 31, Printers' Ink**

May 20, 1926

PRINTERS' INK

179

a mortised out, ornate book, as serialized for Phoenix hosiery, proves that novelty compositions can be made an asset. Various arrangements of this book, with the illustration on one side and the text opposite, have been arrived at. Decorative work, in the background, tends to emphasize the difference in composition. It is noticeable that in this campaign, the advertiser is even willing to throw his illustration at an angle and in perspective, better to carry out the thought of the turning pages.

For a year, the make-up of Maxwell House coffee advertisements has sought quietly to suggest a reading feature rather than a conventional advertising document with all of the familiar earmarks. An artist was selected whose technique assisted in this and the drawings have always been purely illustrative, beautifully rendered, and of a quality found in the reading pages of a publication or in the better books.

The typography is equally modest, with here and there a soft vignette picture breaking it when it threatens to become monotonous. "That is an advertisement," can be said of 90 per cent of the compositions, but the Maxwell series is less aggressive in this respect, while never for a moment attempting to conceal its identity or to practice deception. It is just that these are exquisite pages, planned with fine artistry.

Johnson's liquid wax campaign handles figures in the same manner, and they are, naturally, dominant in size and far larger than would be possible if the usual composition were adopted.

Then there was the innovation for Bauer & Black, of a four-page insert, its two-color cover drawn by the same artist who makes so many illustrations for covers for the publication in which the special advertisement appeared. In every composition way, that first page resembled the cover of the magazine, captions and special lettering being drawn and placed to carry out the thought. The entire effect was unique.

# GEORGE P. METZGER on COPY

*Just published  
by Doubleday-Page*

- ... some unusually good "lines"
- ... a few good rules
- ... a few more "what not to dos"
- ... some sound arguments "in favor of"
- ... and some more "against"
- ... a book that takes you on a copy journey over a course seldom if ever before charted
- ... delightful, terse, and highly readable for beginner or old-timer.

*A book for your own and  
your friend's library.*

**\$2.00**

*At your own Book Store or  
USE THIS ORDER BLANK*

Doubleday, Page & Co.

Garden City, N. Y., Dept. B. C.

Please send me your new book COPY: A New Kind of a Book on Advertising by George P. Metzger. I enclose in full payment \$2.10—covering the cost of the book and 10 cents to cover postage.

Name .....

Address .....

City .....

State .....



## Loose Leaf COVERS

CATALOGS, whether for Dealers, Jobbers, Consumers or Salesmen, in order to create that necessary "first impression" must be *distinctive* and *stand out*. In Loose Leaf Form — with *Super Embossed* Covers — you have a combination of lasting value and exceptional beauty. With the *Super Embossed* process, original, unique designs can be obtained with reproductions of trade marks and packages in *original* colors.

### SEND FOR THIS ILLUSTRATED BOOK

We have styles for most every purpose — Catalogs, Price Lists, Sales Manuals, Bulletins, Salesbooks, Advertising Campaigns, etc. Our assortment is extensive—more than twenty-five types and styles to choose from. Our new booklet gives full information and helpful suggestions for the preparation of Loose Leaf editions. A copy gladly sent on request.

### THE C. E. SHEPPARD CO.

269 VAN ALST AVENUE  
LONG ISLAND CITY, N. Y.



### How Vick Got National Distribution

Newspaper Advertising Combined with Judicious Sampling, Plus Intensive Personal Selling Work Was Found to Be Extremely Effective in Getting Distribution in Concentrated Areas

CHESTER F. CHAPIN, who, until a short time ago, was space-buyer and production man for the Vick Chemical Company, and who is still a director of that company, told recently how the Vick company had obtained national distribution for its product, Vapo Rub, by the use of newspaper advertising and sampling. This story was told at the recent hearing in New York of the Federal Trade Commission in its investigation of agency practice. Mr. Chapin said:

"When I went with the company (1914) we were just starting to work our way North and West, and we had a very elaborate sales campaign which combined newspaper advertising and sampling.

"At that time I remember we were going into the States of Missouri and Illinois. A year or so later, we went into Pennsylvania and Ohio, taking two States or three States at a time, and working very intensely through salesmen and newspaper advertising and sampling.

"All of our work was done by ourselves. Our salesmen were sent out in advance of the newspaper advertising, and the advertising followed them up. I should say that some of it was placed before they got there. We tried to synchronize it in such a way that we would get distribution through coupons attached to the advertising soon after they had been there.

"We gradually worked our way North, until in 1917, I believe, we had distribution in the entire country except a few metropolitan centres like New York, Chicago, Philadelphia and Boston. We felt those markets were too big for us to attack all at once, and we preferred to have the sales seep into those centres \* \* \* rather

## Are You Well Represented in Detroit?

A young man, with wide experience in advertising, sales, and service in the automotive industry; a man who, for over fifteen years has held executive positions with two of the largest corporations in America, organizing and directing the work of others; a member of the S. A. E. and its Detroit Section, is available as

### *Detroit Representative*

for a publication desiring advertising accounts in the Detroit district; or for an advertising Agency.

For further information address

### *"Detroit Representative"*

Room 5-110

General Motors Building, - Detroit



# The Value of Versatility

Cover Designs  
Posters  
Illustrations  
Photo  
Retouching  
Technical  
Drawings  
Etc., etc.

BY reason of a large and carefully selected personnel we are able to cover a field which embraces every department of commercial art—a service appreciated by those whose requirements call for drawings of widely diverse character.

May we show you our samples?  
Call Beekman 4477-78-79

**A. G. HAGSTROM CO., Inc.**  
Art Service & Technical Service  
116 Nassau St. New York

# WORLD CONVENTION DATES

(Established March, 1916)

COMPLETE AND AUTHENTIC RECORD OF COMING CONVENTIONS and EXPOSITIONS

Gives meeting place, dates, secretary's address and attendance for more than 10,000 International, National, Regional and State Conventions, Expositions, Fairs and Banquets to be held at future dates in the United States, Canada and European Countries.

The special JUNE number will furnish a record of more than 4,000 important 1926 and 1927 events, for which the meeting place and dates have now been decided. Start your annual subscription with this important issue.

Yearly Subscription (12 issues) \$15  
(Leaflet No. 16 Upon Request)

HENDRICKSON PUBLISHING CO., Inc.

116 W. 39th St., New York City

than to go in there first. \* \* \* At the end of 1917, we had national distribution with the exception of those centres. Of course, we had a slight distribution in those centres, just by the national demand, but we made no attempt to capture that market.

" \* \* \* In our particular introductory campaign \* \* \* the plan required the insertion of certain advertisements of Vick's, announcing the new preparation, and what it was for, with coupons attached good for free sample or free package.

"When the salesman got to the town, these newspaper advertisements had already been run. The coupons had been clipped \* \* \* from the newspapers. The druggists had been given free packages which had been sent to them before the salesmen reached town.

"Newspapers are the only way of getting out those samples except through the mail, which method again is very expensive. And you don't reach nearly the number of people that you do through newspaper advertisements.

"Further, \* \* \* I would say that if we did not use newspapers our salesmen would be greatly handicapped. In fact, where we could not use the newspapers, we had to telegraph the salesman to omit that town, and tell him we would try to make it another year, or we would let the salesman go on and just put some samples on the dealers' shelves."

Mr. Chapin was questioned by the attorney for the Federal Trade Commission as to whether or not the same results could have been obtained by the Vick Chemical Company if more salesmen had been used and if advertising had been omitted. His reply was:

"I do not think we could. The only way we could have done that would have been to put a large force of salesmen in there and used them as house-to-house distributors of samples. That is an extremely expensive system. House-to-house sampling involves several times the cost that newspaper advertising does. It can be done, but it is expensive."

# illustrator wanted

apply at  
Martin Ullman Studios, Inc.  
250 Park Avenue  
New York

# *The Perfected Stenpho Super Sign Is Now Ready!*

## **A New Indestructible Steel Sign of Absolute Permanency!**

**A**N entirely new type of permanent steel sign destined to revolutionize the outdoor sign business is about to be put on the market by this company. It is known as the *Stenpho Super Sign*.

After four years of exhaustive research we have developed a sign which in effect is elastic porcelain enamel. While this sign is neither porcelain nor enamel, it combines the indefinite life of porcelain with absolute elasticity. The elements cannot harm it. It is virtually indestructible and absolutely wear-proof. And the manufacturing process is patented.

Here is a sign that will not chip, check nor crack! A sign that climatic conditions cannot injure! A sign that is wear-proof!

The Stenpho Super Sign needs no particular care in handling or packing. It can be produced on any weight metal, in practically any design or color scheme, either single or double faced; framed or unframed. The Stenpho Super Sign combines the merits of all types of signs.

An unusual opportunity is open to responsible sign distributors who now contact the large porcelain enamel sign buyers. Inquiries from such firms are invited.

**THE STENPHO CO. DAYTON, OHIO**

We take pleasure in announcing that on June 1st, MR. GEORGE E. INGHAM will join this organization, and as Vice President, take charge of our Western business, with headquarters at Chicago.

Mr. Ingham has had 16 years' experience with Lord & Thomas and other successful advertising agencies, both in practical executive work and in advertising and merchandising typewriters and office equipment, furniture, oils, food products, household electrical appliances and transportation.

For the last three years he has had charge, as Vice President, of the New York and Chicago offices, respectively, of The Caples Company.

## H. E. Lesan Advertising Agency, Inc.

NEW YORK

CHICAGO

ST. PETERSBURG, FLA.

440 Fourth Avenue 37 West Jackson Blvd. Times Building

# Page the Foodstuff Copy Writer

A Woman Has a Message for Him

By Louise Rice

THERE is a gentleman whom I urgently wish to meet. Let me tell you why.

I am a housekeeper and the purchaser for a household. I try to keep abreast of the times and therefore I read the advertisements conscientiously, often with great benefit to myself in my professional capacity of domestic expert but sometimes with detriment to my temper.

The writer of the copy in those advertisements is the chap I want to meet. I don't like the way he talks down to me. It is annoying to be treated with such a lofty air of superiority.

A cook book which was advertised some time ago, for instance, allowed its advertising copy writer to ask me, (the artist adding a dramatic and accusing finger) if I knew that unless I got that book and learned the laws of foods laid down therein I would be practically poisoning my unfortunate family! Imagine wanting to pay good money for the book after that.

I hate to be told things, solemnly and, as it were, with a wagging head, which everybody learns who goes through grammar school. I hate to have the copy writer indirectly knock the other fellow. I hate to read assertive statements which are not backed up with anything more solid than reiteration.

Being human I resent some things unduly. I do not like to have the Sunny Kitchen Breakfast Foods Company tell me that its products are prepared in a kitchen compared to which mine is unsanitary and dirty. I am either going to frown or giggle over the statement and neither reaction, I submit, is conducive to the buying frame of mind.

Of course, I know that the big canning and packing establishments now have very rigid hygienic laws under which they are

operated and I would be interested if the matter were presented a little less aggressively and with some illuminating details. I wonder if they have inspectors in those factories for fingernails? I wonder if there are overseers who make sure that hands are washed frequently? I wonder what they do, if any, with the peelings of fruits? Is it a by-product and if so, is it glue or jelly when we get it? I give out these suggestions freely, even though I believe that I could write copy along those lines, myself!

The advertisers of foodstuffs who have hired well-known cooks to write their advertisements have the right idea. It seems to me that the advertiser of food has too frequently forgotten that he is writing to an extremely critical reader. People are paid enormous salaries to write sport talk, but I submit that not even the complications of golf or tennis or football are anything but child's play as against the complications of the operations which centre in the kitchen. The expert in *that* department is a professional. I'll say she is!

Therefore, I want to page the writers of foodstuff advertisements and say a few words to them, woman to man and without prejudice.

#### COPY THAT MISSES THE MARK

Why, I want to ask, can't I, as an expert and a professional, carrying on by all odds one of the most difficult of the world's businesses, that of filling its stomach, keeping it alive and healthy and incidentally, in good temper—why can't I have people write to me who know what they are talking about? A firm once asked me what I thought about some proposed advertising of a certain food and I said that apart from the fact that the copy I had

## Manufacturing Stationery

*AND COMMERCIAL PRINTING BUSINESS*, with retail outlets, established over fifty years, can be bought by responsible and experienced parties for the net value of the real estate, building and plant. No charge is being made for its valuable good-will.

Owner will accept 7% cumulative first preferred stock for his equity. Cash requirements would be \$25,000 for working capital, for which the buyer can issue to himself preferred stock. This is the only cash required and none of it would pass into the hands of the present owner.

**HARRIS-DIBBLE COMPANY**  
345 Madison Avenue  
New York, N. Y.

## Artist Visualizer Wanted

One who is exceptionally well qualified to create and render layouts in all techniques for large national advertising accounts. He will be offered the opportunity of doing such finished work as comes within his scope. This position can only be filled by an experienced man, with inherent good taste and advertising sense. \$6,000 to \$7,500 yearly for the right man.

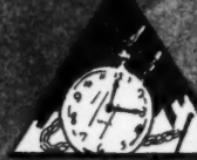
**Van Name & Hills**  
*Incorporated*  
11 East 38th St., New York

seen was as much use to a practical cook as a style book on clothes would be to a Hottentot, I supposed it was all right. In its copy, the company had used a large number of adjectives, and garnished them with a pretty picture and the price of the product in large figures, but that didn't help me much in deciding whether I wanted any of that product or not.

Any writer of foodstuff copy could learn a great deal by listening to two women earnestly exchanging professional notes over the back fence; yes, and between sessions at bridge, too, and at the matinee and while they stroll, gowned and perfumed and with seemingly little on their minds except their bobbed hairs. They discuss baking powders and fats, soups and entrees, budgets and cuts of meat, and a good many of them have got up into the class which deals in vitamine B—and so on. What these women want to read in foodstuffs advertisements is facts, clearly stated and as brightly written as the copy writer can contrive.

As an instance of the kind of copy which is widely commented on, I may mention that one advertisement of evaporated milk gave the result of tests made with the product at the Home Economics School of Cornell University, comparing the fresh to the evaporated article with reference to its use for a beverage, for cooking, for babies, for invalids. Women read that advertisement. It contained facts pertinent to their business.

Pretty pictures are nice and cheer me, of course, but even if the peach in the advertisement is colored so that it looks as if I might pick it right off the page, that is not the nub of my interest. I'd like to be told how many peaches are in the can, whether the syrup is heavy or light, and if it is very sweet or very lightly sugared and if the peaches are yellow freestones or white "clings." Those are the things that the housekeeper would like to know about canned peaches. I know that California has a lovely clim-



# BEAU

*The Man's Magazine*

~witty, urbane, sophisticated, epicurean—appears with September. Addressed to smart men, it is certain to interest also smart women—who *on dit*, are apt to be interested in smart men. No advertiser of luxury merchandise, whether he deals in motors or hats, jewelry or perfumes, can afford to neglect the quality group to which BEAU is directed. A card to 50 Church Street, New York, will bring one of our representatives to see you.

First printing: 50,000. And a 5,000 increase each month guaranteed for the next eleven months.



## Executive Now Employed Desires Change — One You Would Like to Have Associated with You

For the past three years he has been engaged in money-raising projects, leading and directing the activities of some of the biggest executives in the United States, including presidents and directors of large corporations, engineers, lawyers and doctors. During this time he has raised millions of dollars and supervised the work of thousands of others. He has demonstrated his ability as an organizer and one who gets results. He can plan work and work out plan.

His record is proof that he is a diplomatic leader and knows how to work with or for others. Possesses initiative, adaptability and keen analyzing ability. A man of good appearance and personality. He can shoulder big responsibilities and is ambitious for future.

**A Gentle.** Age 32. Married. Open to any sound proposition on basis of \$10,000 per year.

Address "N," Box 34, Printers' Ink.

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## To An Executive Who Needs An Assistant

Here's a young man who has the advertising background that makes an ideal assistant to an Account Executive, Advertising or Sales Manager, or Publisher.

He can handle the administrative details of several accounts. Contact with tact. Write copy. Prepare publicity in all forms. Edit house organ. Knows leading markets from actual sales work out in the field. In short, he's an all-around advertising lieutenant whose six years' experience will enable him to keep pace with his chief to become soon a valued member of his staff.

Though entirely able to stand on his own pins, the subject of this ad frankly feels that if he is to fully develop his possibilities, he should have the guidance and judgment of an older and abler man — which experience he is not getting in his present position. Hence, he is more interested in your executive calibre and future than the immediate job you have to offer.

He is 28. University graduate. Located now in New York agency. Present salary \$5,000 but won't make that the issue. Let him give you his complete story. Address "O," Box 35, P. I.

ate and that good fruit is produced there and that the landscape is wonderful and while I don't mind having these things mentioned, I do object to having them stressed for my attention. They are not pertinent to my needs.

Not so serious a matter, since I often fail to notice them, are the pictures. Some of the artists chosen for such work must certainly have failed to make any acute observation of household matters. One advertisement which shows a homey kitchen and a little tot in a high chair eating the food of that advertisement says "it's just the thing for a little tot's supper," but outside the sun is shining brightly and papa is just kissing mama goodbye as he leaves for the day. Fancy that getting by!

The hands—the ethereal hands—which the women in the food-stuff advertisements have, irritate me. Their like was ne'er on land or sea, save on the arms of the princesses in the fairy tales. And I do wish that the artists wouldn't show us a housekeeper cooking a husky, staggering meal while, immaculate and seemingly just home from the hairdresser's, she smiles dreamily into the distance.

### TOO MANY SMILING WOMEN

I wish the artists would take off a little of the smile, anyway, from the faces of the women and the other figures in the pictures that they use to embellish the advertisements of the foods. But what can you expect when the copy runs something like this:

"O-o-o-h—how good! Bright, crisp, winter days, gay cries of happiness, joyous morning talk—and a brimming, beautiful, delicious, alluring plate of Buffum's Steamed Biscuits!"

I wish that the "eminent scientists" who seem to put in long and arduous years finding out just how much of a pinch of salt is needed to make a canned product just right would not look so bored and depressed when they pose for advertising illustrations. I wish they would not wear white uniforms that have an unpleasant



DETROIT'S NEW BUILDING FOR NATIONAL ADVERTISING

OUR NEW Detroit home now stands completed, a building unique in the field of advertising and occupied exclusively by our own organization. In slightly more than four years our personnel has grown from a very small group to a departmentized staff of 106 people. What was a relatively small business now ranks with the ten largest advertising agencies in the world, with branch offices in New York City and London, England. Magazine, Newspaper, Direct by Mail, Outdoor and Radio Advertising is produced by this organization for such well known products as Dodge Brothers Motor Cars, Graham Brothers Trucks, Berkey & Gay Furniture, Iodent Tooth Paste, Ajax Tires, Wills Sainte Claire Motor Cars, A. P. W. Paper Products, Mohawk Tires, The Humphrey Radiantfire, Master Woodworkers, Whitehead Refrigeration and others. To all our friends and to all advertisers who may be interested in a striking example of office building and studio architecture, we extend a very cordial invitation to visit us at 2761 East Jefferson Avenue, Detroit.

**GEORGE HARRISON PHELPS INC.**  
DETROIT MICHIGAN



## FOR SALE

### Half Interest in Advertising Agency

*Located in New York City*

I want a man to become my Partner. Investment of \$10,000 to \$20,000 required. He must have had a thorough experience in an agency probably as an Account Executive. The additional capital will be used for expansion only. Will change firm name to include new associate if desired.

Agency established six years. Average yearly business placed, \$250,000. An exceptional opportunity to become associated with live wire having splendid connections and high-class clientele.

All our employees know about this advertisement.

Communications held in strictest confidence.

Address "T," Box 37, care of Printers' Ink, 185 Madison Ave., New York City.

## 18 Years' Experience in Advertising-Merchandising

Some agency—

Or possibly some publisher—

Would be able to use my services to mutual advantage.

Three years in newspaper advertising—two years in department store—thirteen years in business paper work.

Acquaintance with manufacturers from Buffalo to Des Moines, Cincinnati and St. Louis to Duluth, who sell the dry goods trade, also with advertising agencies in this extensive territory, could be capitalized to mutual advantage.

Have just turned forty, am happily married, and have heard (indirectly) my personality is not so bad and my arguments not boresome.

I live at Cleveland, but I'll go any place where there is plenty of work to assure a good living, and more, on a performance basis of course.

Address "U," Box 38, care of Printers' Ink, 230 South Clark St., Chicago, Ill.

atmosphere of the operating room, I wish the trained nurse in the pictures would not glare at me so sternly in the advertisement which wants to know if I am aware that Whois Wheat Shreds are the only food endorsed by the Nurses' Protective Union.

We are reversing sex standards these days, people say, so the trouble may be that the gentle and imaginative sex which wears trousers is the chief writer of our advertising food copy; maybe what is needed is work from the sterner sex. Anyway—page for page, I think you'll find the women's publications even more technical than the men's, save for the fiction which is unfortunately sweet and sticky—but then, the fiction editor is usually a man. I'd like to see advertising that deals with foodstuffs take the interesting but exact and professional tone of the food articles in the editorial section of the publication.

Page the foodstuff copy writer—I have a word for him!

## Organize Chicago Art Directors Club

The Art Directors Club, an organization of art directors and chief designers of manufacturers of Chicago, was organized last week as an auxiliary of the Chicago Association of Arts and Industries. Sterling B. McDonald, of S. Karpen & Bros., was elected president. H. O. Shults, of E. L. Mansure Company, is vice-president and Frank Sohn, of the Vitrolite Company, is secretary.

The Association of Arts and Industries is planning to establish an industrial arts school at Chicago for which the Art Directors Club will provide contact between manufacturers and the school. In other activities the club will function independently. The directors of the club are: A. W. Jacobsen, R. R. Donnelley & Sons Company; L. L. Valentine, Valentine, Seaver & Company; Mme. Ripley, Ripley, Inc.; H. H. Lucas, Northwestern Terra Cotta Company; A. G. Peine, Alfred Decker & Cohn, and Maximilian Schachner.

## Gain in Yearly Automobile Production

The Department of Commerce reports that 4,157,830 motor vehicles, of all classes, with a wholesale factory value of \$2,934,488,639, were produced in 1925. This was an increase of 6.9 per cent in number and 12.4 per cent in value when compared with 1923, the last year a census was taken.

# We Want A NEWSPAPER SALES SPECIALIST

TO DEVOTE HIS ENTIRE TIME  
AND ATTENTION TO THE  
CREATION AND SALE OF  
CIRCULATION - BUILDING  
PLANS FOR LARGE AND  
MEDIUM SIZED NEWSPAPERS

If you know the Newspaper field—

If you have a wide acquaintance among  
Newspaper men—

If you are familiar with Newspaper methods  
for building circulation—

And would like to capitalize your experience  
and knowledge in a big way

**THIS IS YOUR OPPORTUNITY.**

Headquarters: New York City

Our Rating: AA1—Unlimited Credit

Production Facilities: Second to none

Your letter will be considered strictly confi-  
dential.

Address "M," Box 32, care of Printers' Ink.

# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.  
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager DOUGLAS TAYLOR

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

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NEW YORK, MAY 20, 1926

**A Time for Confidence** For many years, May has been considered by economists and bankers to be a month for readjustment of previous judgments. There have been Mays in the last few years when what looked to be a brave start toward better business levels had to be reappraised in the light of the actual facts of the year's first quarter.

This year, May is a month of readjustment toward a better mental attitude. Some of the dire predictions made when business was startled by the severity of the first stock market reaction have been proved false. It is seen that a readjustment to correct a condition of over-speculation in certain

securities did not foretell a drastic readjustment in business. Familiar statistics give evidence that the level of industry is still high and far more stable than at other periods of prosperity.

Labor is well employed at good wages, sales of mail-order houses and chain stores continue to expand, automobile sales held up remarkably well during the early bad weather. Traffic during the first eighteen weeks of the year exceeded by 1.7 per cent estimates compiled from previous reports of shippers regarding their car requirements.

The only fly in the ointment outside of the British general strike, recently called off, has been the downward trend of commodity prices. A price index covering 404 individual commodities has declined steadily since last August. While close students point out that changes in the combined index have been due largely to big declines in a few items, and that there seems little likelihood of any price decline of marked severity, the decline has in some instances led to smaller orders while the buyer waited to see if prices would drop farther. This habit if carried on would ultimately lead to smaller factory output and hence smaller profits. Yet when carefully analyzed, the present small decreases in prices appear to be the result of increased supply of raw materials, more efficiency in industry and a slight trend downward in world prices. The merchant who holds back his necessary orders because of fearful hesitancy about the future is adding to the cost of production. There is a danger in hesitant buying when, as a manufacturer pointed out in PRINTERS' INK last week, it leads to "piecemeal production" with its inevitable increases in costs.

As the business world gets ready for the sixth month of the year, business looks good for people who will go after it hard.

It is a time for confidence, aggressively intelligent selling, sane buying and practical resale ideas. Purchasing power has not been impaired. There are no dark

clouds on the horizon for legitimate business men who are using common sense in selling and buying.

**How About Benjamin Franklin?** Last week seven busts were unveiled at the Hall of Fame in New

York City. The men thus honored were Daniel Boone, Edwin Booth, Jonathan Edwards, James Kent, Augustus Saint-Gaudens, Daniel Webster and Roger Williams. And still there is no bust of Benjamin Franklin in the Hall of Fame, although Franklin has had a plaque in his honor for some years.

It might be well to explain the method by which a bust is placed in the Hall of Fame. New York University, which maintains the Hall of Fame, submits the names of a certain number of famous Americans to a group of about 100 electors. These electors, in turn, choose the persons to be honored. The University assigns a niche to each person so honored and at its own expense places a bronze plaque beneath the niche. This plaque carries the name of the man honored and a quotation from his writings.

The University does not place busts in the Hall of Fame at its own expense. These must be donated by individuals or organizations interested enough in the career of the man honored to spend a sum amounting to around \$3,000 to cover the expenses of a bust. As yet no organization has been found to honor Franklin with a bust although the Hall of Fame contains busts of men and women who are far less known to the United States than Benjamin Franklin.

The expense of a bust is comparatively small. The office of the Hall of Fame informs PRINTERS' INK that no plan is now under way to place a bust of Franklin in the Colonnade. After the numerous ceremonies that were held only a short time ago in honor of Franklin it seems a bit odd and a bit unfortunate that no organization sees fit to honor Franklin in a truly

national shrine such as the Hall of Fame. However, it is by no means too late for some organization connected with the printing industry or with advertising to correct this condition.

**A New Idea in Co-operative Advertising**

There may be few new things under the sun, but it does seem that the co-operative advertising idea developed by the leading companies in the electric refrigeration field is entirely original. This plan was referred to in a statement recently made by A. H. Goss, president of the Electric Refrigeration Corporation.

Mr. Goss had been talking regarding the progress of this industry. He had said that the probabilities were that more electric refrigerators would be sold in 1926 than in all the years to date during which the machine has been developing. One reason for this swift advance, he pointed out, is the splendid spirit of co-operation existing between the industry's leaders. Then he remarked:

"As a sample of how the industry is working for the common good of promoting electric refrigeration as opposed to blowing only our own horns, the leading companies today are 'staggering' their advertising. Each advertisement is a boost for electric refrigeration, and by not clashing on the same day or in the same publications we believe we are promoting the general idea more efficiently."

The plan, itself, is unusual. But even more noteworthy than the idea are the circumstances which made it possible. The plan calls for an exceptional degree of frankness and co-operation among competitors. It was necessary to lay all individual advertising plans on the table and check over lists of publications to be used, insertion dates and, no doubt, even the copy came in for discussion.

When competitors get together in a spirit of such utter frankness it bodes well, indeed, for the future of the industry.

**What Is "Big Business"?** PRINTERS' INK is asked to define the term "Big Business." The expression has come into common use. Generally it is used as a term of reproach.

Big Business is supposed to be the personification of commercial selfishness. Any industrial enterprise that has grown so large that it is regarded more as a commercial monster than as a human institution, is opprobriously dubbed Big Business.

But there is no reason why the phrase should be used in a contemptuous sense. The expression Big Business was coined to describe a type of business organization for which no fitting term exists. In a way it is intended to replace the word "trust," which is a misnomer as usually applied.

Mere bigness, however, is not all that is necessary to constitute Big Business. Size may be a factor in a Big Business, but measured by size alone, there is no way of telling where ordinary business leaves off and Big Business begins.

It is an idea more than it is size that constitutes Big Business. This idea can be best described by naming a few typical examples of Big Business. Here are some: The United Fruit Company, Ford Motor Company, The General Motors Company, International Harvester Company, The United States Rubber Company, National Lead Company, United Drug Company and the Diamond Match Company.

The idea that distinguishes these organizations from ordinary business is that they extend their operations back into the raw material end of the enterprise and then follow the product through every opportunity by-path that presents itself.

The Diamond Match Company, for example, not only owns standing timber, but it engages in numerous side-lines as a means of disposing of its by-products. It operates a chain of lumber yards. It makes clothes pins and other wooden articles. At one time, in developing a market for beehives,

it found itself in the bee business. Again, in replanting some of its cut-over timber lands, it got into orcharding.

That is an example of how Big Business has to operate. If it does not make use of its by-products, its operation would be so wasteful that it would not be long before it would cease to function profitably.

Big Business, therefore, is nothing more than a little business that has made the most of all its opportunities.

#### Wilmington, Del., to Advertise

A campaign is being planned by the advisory committee on advertising of the Chamber of Commerce of Wilmington, Del., to advertise that city as an industrial centre. The committee members are as follows: N. S. Greenfielder, of the Hercules Powder Company; W. A. Hart, of E. I. du Pont de Nemours & Company; J. K. Johnston, National Vulcanized Fibre Company, and A. V. Gemmill, of the Speakman Company.

#### J. F. D. Aue Again Heads Iowa Daily Newspapers

John F. D. Aue, publisher of the Burlington, Iowa, *Hawk-Eye*, was re-elected president of the Iowa Daily Newspaper Association at the recent annual meeting at Des Moines. S. E. Carroll, of the Keokuk *Gate City and Constitution Democrat*, secretary-treasurer of the association, was also re-elected.

#### Bernard Schwartz Cigar Earnings Increase

The net earnings of the Bernard Schwartz Cigar Corporation, Detroit, R. G. Dun cigars, for the nine months ended March 31, 1926, amounted to \$243,502. This compares with \$157,846 for the corresponding period last year. Net earnings for the first quarter of this year were \$62,873.

#### W. B. Stevenson, President, Storrs & Bement

William B. Stevenson has been elected president of the Storrs & Bement Company, Boston, paper merchants, succeeding Frank B. Cummings, resigned. William N. Stetson, Jr., has been made vice-president and secretary.

#### M. A. Hanlon with Knox-Gray Electric

Martin A. Hanlon, formerly with the Syracuse, N. Y., *Post-Standard* and the Auburn, N. Y., *Citizen*, has been elected secretary and treasurer of the Knox-Gray Electric Corporation, Syracuse.

## Newell-Emmett Company

*Incorporated*

*Advertising • Merchandising Counsel*

120 WEST THIRTY-SECOND STREET

*New York*

**AN ADVERTISING  
AGENCY FOUNDED  
ON THE IDEA OF  
RENDERING SUPER-  
LATIVE SERVICE TO  
A SMALL NUMBER  
OF ADVERTISERS**

**CLIENTS**

Liggett & Myers Tobacco Co.  
Johns-Manville Incorporated  
Western Electric Co.  
American Chicle Company  
The T. A. Snider Preserve Co.  
Loose-Wiles Biscuit Co.  
Graybar Electric Company

**"NOT HOW MUCH, BUT HOW WELL"**

# Advertising Club News

## Detroit Club Takes to the Air

The Adcraft Club of Detroit is taking an active interest in aeronautics. An aeronautical committee was formed a short time ago to help in making Detroit an air centre. This committee, formed entirely of volunteers, now numbers over 10 per cent of the entire club membership.

One of the first steps of the committee was the entering of a balloon in the national balloon races, recently held at Little Rock, Ark., the balloon being named the Detroit Adcraft. A sub-committee is now at work in co-operation with the postmaster to further the use of the air mail service by both the business interests and the general public. Another sub-committee has published a map of the existing flying fields in the State of Michigan together with the points at which fields are desired and will conduct a direct-mail campaign to city officials and prominent business men throughout the State to develop a complete series of landing fields at all important points.

\* \* \*

## D. G. Miller Heads St. Paul Club

Dabney G. Miller, manager of the Nassau Paper Company, has been made president of the Town Clerks Club of St. Paul, Minn. A. Levich, advertising manager of Mannheimer Brothers, is vice-president; H. Breslin, of the S. W. Holms Printing Company, was elected secretary, and A. E. Felstad, of the Merchants National Bank, treasurer.

\* \* \*

## Rochester Golf Committee Arranging Matches

The golf committee of the Rochester, N. Y., Ad Club, of which Clarence W. McKay is chairman, is planning to hold several matches this summer with the Greater Buffalo Advertising Club. The first tournament will be held at Rochester on June 30.

\* \* \*

## G. K. Logan, President, Danville, Ill., Club

George K. Logan was elected president of the Danville, Ill., Advertising Club, at a recent meeting. Other officers elected were: A. T. McGuire, vice-president; Robert F. Ross, secretary-treasurer, and Arthur E. Price and L. G. Hathaway, directors.

\* \* \*

## Columbus Club Members to Try for Slogan Prize

The convention bureau of the Columbus, Ohio, Chamber of Commerce has offered a prize of \$25 to members of the Advertising Club of the chamber for the best slogan which can be used on poster boards.

## C. C. Green Re-elected President of New York Club

Charles C. Green, president of the Charles C. Green Advertising Agency, Inc., was re-elected president of the Advertising Club of New York at the annual meeting of the club on May 11. H. R. Swartz, president of R. Hoe & Company, was re-elected treasurer.

John G. Jones, vice-president, Alexander Hamilton Institute, was elected a vice-president for three years, succeeding Frank Presbrey, president of the Frank Presbrey Company, Inc.

Two directors were chosen for three-year terms. They were: Colver Gordon, vice-president of the Outdoor Advertising Agency of America, and Charles E. Murphy, account executive of James F. Newcomb & Company. Clifton D. Jackson continues as secretary and Ernest Eberhard as promotion manager.

In his annual report, president Green stated that the full membership of 2,250 had been attained, with the addition of 833 new members during the last year. He also said that a surplus of \$11,303 had been accumulated for the first four months of the calendar year. For the fiscal year the net surplus was \$3,959.

\* \* \*

## C. S. Moore Again Heads Fort Worth Club

Carroll S. Moore, of the Moore Advertising Company, has been re-elected president of the Fort Worth, Tex., Advertising Club. Other officers elected are: Frank Hayes, first vice-president; Baylor B. Brown, second vice-president; Howard B. Sandidge, treasurer, and Bert Barber, secretary.

\* \* \*

## F. J. Zeorlin Leaves Spokane Club

F. J. Zeorlin, manager of the Spokane, Wash., Advertising Club and the Better Business Bureau of that city, has resigned to become general manager of the Spokane Theatres, Inc. He had been with the Spokane club for six years.

\* \* \*

## Tacoma Club Elects Officers

At the recent annual election of the Tacoma, Wash., Advertising Club, Frank Power was elected president; C. G. Jennings, first vice-president, and Helen Dower, second vice-president. James Corning Todd was re-elected secretary-treasurer.

\* \* \*

## W. B. Tingle, President, Montreal Publicity Association

At a recent meeting of the Montreal Publicity Association, W. B. Tingle was elected president. C. W. Stokes was made first vice-president and Noel E. Lanoix, second vice-president.

## Jazz Age Demands Brevity and Boldness in Advertising

Brevity of copy and boldness of display is the secret of successful advertising, according to Frances B. Frazee, advertising manager of the Larkin Company, mail-order house of Buffalo, N. Y., who recently spoke at a meeting of the Greater Buffalo Advertising Club, of which he is president. Mr. Frazee said that "we are living in a jazz age, an age where we have passed the place where 'he who runs may read,' an age where the advertiser who would catch the public attention and hold the public interest, must prepare advertising so that 'he who flies may read.' All this demands pictorial attention and brevity of copy. Today the public absorbs an advertisement in a single gulp. If they like it they come back for more."

\* \* \*

## Says Pacific Coast Needs to Develop Small Industries

"One of the real needs of the Pacific Coast is the development of small industries and establishing a market need for their products, and one way to develop this market need is through advertising, and this can be done with a comparatively small appropriation," according to Dwight Jennings, of Lord & Thomas, who spoke at a recent meeting of the Advertising Club of Portland, Oreg.

Mr. Jennings gave illustrations of how this was actually accomplished. He told of four Pacific Coast products which had risen from comparative obscurity to national prominence in a short time. These were Stacomb, Mapeline, Meadowbrook hats and Jell-Well.

\* \* \*

## Milwaukee Club Elects I. C. Buntman President

The Milwaukee Advertising Club has elected Irving C. Buntman president. He succeeds R. E. Wright, who has been made treasurer. Burr E. Lee is executive vice-president and Eric E. Meyer secretary. Under the retiring officers the club membership grew to 345, an increase of 138 per cent.

\* \* \*

## Corsicana, Tex., Club Elects W. A. Wright

The Corsicana, Tex., Advertising Club elected Wilbur A. Wright president at a recent meeting. Mrs. Tessie A. Dickeson was made vice-president. Guy C. Bunch and Gabe Goldburg were re-elected secretary and treasurer, respectively.

\* \* \*

## Heads Waterloo, Iowa, Club

Kenneth Bragdon was elected president of the Waterloo, Iowa, Advertising Club at its annual meeting recently. Other officers elected were, Frank Fowler, vice-president, and L. C. Leeper, secretary-treasurer.

## Advertising Helped Bring on British Strike

Advertising helped to bring about the recent strike of British labor by creating a desire in the minds of the workingman for a higher standard of living, according to Carl A. Bickel, president of the United Press, who spoke at the Advertising Club of New York last week.

"You advertising men should take a keen interest in the British strike and its settlement, for one of the factors that brought the disaster about was advertising," he said. "It is advertising that has brought the British workman to a determination to improve his scale of living. It is advertising that has bred in his mind a disgust for unsanitary quarters; for the dull, colorless and dreary life that has been his lot and which steeled him to take the desperate dare of a threat against the economic and even political life of the nation that he fought for a few years ago in France.

"It will be only the intelligent and effective use of the advertising power of Great Britain on the part of the employers and distributors that will, in the future, create for Great Britain not only increased sales and new markets that Britain must have to meet the new and higher wage scales that Britain is going to have to pay, but create within the mind of the British capitalist and the British workingman that sense of the necessity for the partnership of labor and capital, which has made such advances in the United States in the last ten years and to which is due so much of our national well-being."

\* \* \*

## Bayard Dominick Again Heads New York Bureau

At a recent meeting of the board of directors of the Better Business Bureau of New York, Bayard Dominick was re-elected president. Other officers elected were: James C. Auchincloss, vice-president and treasurer; H. J. Kenner, general manager, and William H. Mulligan, recording secretary.

Walter E. Frew, president of the Corn Exchange Bank, was added to the financial advisory council of the bureau. Ancell H. Ball, president of Best & Company, and Samuel Mundheim, president of Stern Brothers & Company, are now members of the merchandise advisory council.

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## R. M. Neustadt, President, San Francisco Club

Richard M. Neustadt, secretary of the Retail Merchants Association, was elected president of the San Francisco Advertising Club at a recent meeting. The other officers elected were: Vice-president, Arthur E. Rowe, sales manager, the Garnet Young Company; secretary, Neill C. Wilson, advertising manager, Sherman Clay & Company, and treasurer, L. E. Townsend, advertising manager, the United Bank & Trust Company.

## The Little Schoolmaster's Classroom

AT last the Schoolmaster has found what he believes to be a practical record system for the salesman who covers his territory by automobile. It's the nearest approach to the "office-in-the-car" idea yet brought to light. All it consists of is a card-index tray or one-drawer cabinet attached to the dashboard of the car in a position directly opposite the seat next to the driver.

In this card drawer, the salesman carries a card for every user in his territory and one for every prospect. There is a section for users and a section for prospects. There is in addition a tickler with a marker for each day in the month, behind which each morning the salesman will find his day's accumulation of matters requiring attention. The prospect cards are arranged in routes, so no matter where the salesman may find himself in the course of the day, he may start canvassing immediately in a systematic way. These prospect cards contain all the information the salesman needs to have before him when making a call. When he gets home at night, he takes the card drawer with him to his room, brings all his memoranda up to date and plans the next day's work. Next morning the system accompanies him back to the car. This means the salesman always has every facility at hand to complete his record as he goes from call to call.

The foregoing method is used by the Cleveland representative of the Hobart Manufacturing Company, maker of food mixing machines for bakers, confectioners and other merchants. It is described in a recent issue of "The Hobartizer," the company's magazine for salesmen.

The Hobart company presents the idea to the other members of its sales force with the following recommendation:

"We suggest you carry this picture to the nearest office supply

store, purchase a similar box file, bolt it under your dash-board, have cards aplenty, and do likewise. In other words, install your office in your car. Trust the file rather than your memory. It will make your work easier. It will furnish self-starters galore—and you will immediately be glad you have gone to this small amount of trouble for such a big little thing."

\* \* \*

The Schoolmaster met one of the Class on the train the other day. The conversation soon drifted to Classroom talk. Many of the Schoolmaster's recent preachments were rehashed.

"I have not passed on any ideas in a long time," said the pupil. "But I think I feel one coming on now. In a few minutes we will be passing through South Orange. On the west of the tracks there is a series of greenhouses. In them is housed one of the largest collections of cacti in the country. The cactus is interesting. It grows in a larger variety than most plants.

"The man who owns this South Orange collection—W. A. Manda is his name—has 800 varieties. The trouble with the cactus, though, from the commercial grower's standpoint, is that there is not much sale for it. Here is where Manda has worked a smart trick. He has found a market for cacti, by creating cacti gardens. The garden consists of a bowl in which is planted a variety of small cactus plants. These gardens are being sold through the flower trade, just as are other potted plants, cut flowers and the usual merchandise of the trade.

"Manda has done exactly what manufacturers do to develop their markets. He has taken a product that was little more than a curiosity, assembled specimens in interesting assortments, put the lot in an attractive package and in this way opened up the home as a market for cacti."

On the strength of this tip, the



## \$75,000 Saved

A CIVIC good turn valued at \$75,000 has recently been performed by Ohio Scouts in the interests of their State. A traffic count was made simultaneously by the Scouts throughout Ohio of passenger cars, trucks, buses, and horse-drawn vehicles. According to the Division of Highways, the survey would have cost the State the above sum had it not been for these Scouts who gave their services.

SCOUTS are everywhere recognized as dependable boys. Their training will make them the leaders in their communities when they are men.

YOU must do business with them in just a few years. You can get acquainted with them now. It will be a paying investment.

## BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Avenue  
New York, N. Y.

Lincoln Building  
Los Angeles, Cal.

37 So. Wabash Avenue  
Chicago, Ill.

## **WANTED:** **ADVERTISING MANAGER** **FOR LARGE BANK**

- who is familiar with the problems which an advertising manager must solve.
- who has had newspaper experience and can handle free publicity.
- who could enjoy a connection with one of the largest banks in the country.
- who has a pleasing personality and can reflect in speech and bearing the bank's prestige.

The man does not need to have bank experience, but such experience is preferred. If he is the right man he can eventually become one of the big men in the bank, and in a short time become a branch manager.

We prefer a man under forty. Only a big man, broad gauged, four-square and in perfect health, can meet our requirements.

Write us about yourself. Give full particulars of your business history, present employment, present salary, etc. All communications will be held in strict confidence.

Address "X," Box 181, care of Printers' Ink.

## **AUTOMOTIVE** **Excellent Opening** **in Eastern Field**

Permanent position, with very desirable territory, for man of integrity and ability. Good experience, knowledge and acquaintance in automotive and agency fields required.

Highest class National publication. Real man of mature judgment and right personality essential.

Salary and commission.

Reply must contain comprehensive pertinent facts and references.

Address "W," Box 180, care of Printers' Ink.

Schoolmaster dropped around to see Mr. Manda a few days later. This horticulturist confirmed all that the pupil had said about his cactus business.

\* \* \*

"In my 'package,'" said Mr. Manda, "I assembled a half dozen or more kinds of cacti, in which the colors and forms of the plants are interestingly contrasted. Types are selected that will harmonize with the variegated colors of the bowls. There are scarcely two of the gardens alike. This gives the buyer a wide selection of 'packages' from which to choose.

"These gardens are being sold to the home, both through the flower trade and direct. One thing that influenced me in getting up these gardens is that there is a big demand for house plants, but people want plants that will practically care for themselves. They are not willing to lavish the care on most plants that is demanded. In the cactus the public has something that meets its requirements. It will stand more neglect than any other plant."

\* \* \*

An advertising campaign is like the proverbial chain, only as strong as its weakest link. So often, that link is the retailer.

The Schoolmaster was reminded of this by the recent campaign for "Say It with Flowers." This campaign has been notable for its beauty and restraint and for the entire harmony of the advertisements with the campaign message. This is particularly true of a recent advertisement for Mother's Day.

However, with all due respect to the law of supply and demand, with all due recognition that any retailer is entitled to get all the traffic will bear, the Schoolmaster wants to enter here a quiet protest against what he considers bad merchandising practice among florists, a practice which he is sure the backers of the "Say It with Flowers" campaign will be the first to decry.

A year ago, on Mother's Day, the Schoolmaster entered a florist shop to buy a white carnation. To

**Mail This Coupon!**

Send us . . . . copies of "Forty Years An Advertising Agent," by George P. Rowell—at \$5.00 per copy, postage 15c extra.

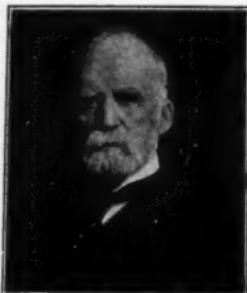
Name.....

**Street**.....

City.....

(Mail to Franklin Publishing Company, 357-4th Avenue, New York)

# Ready Now!



GEORGE P. ROWELL

executives, advertising agency heads, company presidents, publishers, sales managers and advertising managers.

*Written by the founder of Printers' Ink*

Every man engaged in advertising, selling, and publishing needs Rowell's book. The Schoolmaster said recently in **PRINTERS' INK**, "It is a good thing for the whole advertising profession that this book is to be again available."

Long out of print, formerly impossible to secure at any price—ready for you *NOW!*

Mail coupon at top. Rowell's book will be sent to you by return mail. *The edition is limited!*

Franklin Publishing Co.

**357 Fourth Avenue, New York**

Telephone: Madison Square 3628

The  
**EVENING HERALD**  
is the  
**ONLY**  
newspaper in Los Angeles  
carrying the advertising of  
**EVERY**  
Los Angeles Department  
Store!

REPRESENTATIVES  
John H. Laderer, 910 Hearst Bldg., Chicago, Ill.  
H. W. Moloney, 604 Times Bldg., New York  
A. J. Norris Hill, 710 Hearst Bldg., San Francisco, Calif.

## ECONOMICAL—EFFECTIVE

Premium Advertising not only *produces* new business—it *holds* old business.

Other forms of advertising have to be paid for *before* they produce business. The cost does not necessarily bear any fixed relation to results.

Premium advertising is paid for *after* sales are made. The cost is in proportion to the business done.

Our Premium Service saves customers all overhead expense, all investment in premium merchandise and all bother of buying, handling and distributing premiums.

Explanatory booklets mailed to those stating nature of business.

THE PREMIUM SERVICE CO., INC.  
9 West 18th Street New York

*There is a  
better way—  
The  
Artogram  
System  
of advertising*

**The Artogram System Inc.**  
J. S. BARLOW, Gen'l Manager  
**54 East 4th South, Salt Lake City.**

his dismay, he ran into a condition of what seemed to be out-and-out profiteering. Carnations were selling way above their normal market price. He called this to the attention of the florist and received only the curtest kind of an answer made up of vague references to the difficulty of supplying as many carnations as were needed.

It is all well and good for the florist to raise the price of flowers when there is an overwhelming demand of an unusual nature. However, every florist in the country knows of the observance of Mother's Day and it would seem only good merchandising for those supplying the retail florist to key their production to a point where it will take care of that demand. No one will complain if prices are raised slightly, but when they jump to high altitudes the average buyer, rightly or wrongly, will come to only one conclusion, profiteering.

The Schoolmaster believes that such tactics have detracted from the observance of Mother's Day and other special occasions. He remembers vividly a "buyers' strike" staged by one community a few years ago against the excessive price of flowers on a special occasion and the resultant collapse of the flower market and the loss to dealers. Whether or not this "strike" was based on a just foundation the Schoolmaster will not attempt to say. He will, however, point out that it represented a deep indignation on the part of customers, the kind of indignation which will do immeasurable harm to any business.

No, an advertising campaign isn't any stronger than its weakest link. When that weak link happens to be a faulty retail practice it should be removed and remade.

While reading through "Advertising Campaigns," by Bernard Lichtenberg and Bruce Barton—Volume 13 of the Modern Business Texts, published by Alexander Hamilton Institute—the Schoolmaster came across the following paragraph of sound advice which so coincides with one

*The*  
**GRAPHIC**  
**PHOTO ENGRAVING Co.**

250 WEST 54<sup>TH</sup> ST.  
NEW YORK

*has been consolidated  
with the*

**Bingham**  
**Photo Engraving Co.**

INCORPORATED

231-239 West 39<sup>th</sup> Street  
New York

TELEPHONE:  
3440-3441-3442 PENNSYLVANIA

*Open Day and Night*

**YOUR PRODUCT**  
will find its market in the  
**CHURCH FIELD**  
through the preachers' trade journal  
**THE EXPOSITOR**

710 Caxton Building, Cleveland, Ohio  
17 West 42nd Street, New York  
37 South Wabash Avenue, Chicago  
Sample and rate card on request.

### THE HOTEL BULLETIN

A monthly hotel magazine with  
a national distribution.

Purchasing power of readers is  
many millions.

Best producer in the hotel field.  
Agency business solicited.

**BEN. P. BRANHAM, Editor**  
951-957 Insurance Exch., Chicago

**The Dominant Paper  
in the Lumber Field  
is the**

**American Lumberman**

Est. 1873 CHICAGO, ILL. A.B.C.

**Photostats !!!**  
of any subject -  
By Photographers   
Fast Messenger Service   
**PACH BROS.**

28 West 44th Street, New York, N. Y.

  
**Howell Cuts**   
for house organs  
direct mail and  
other advertising  
ask for proofs  
Charles E. Howell - Pink Building - New York

  
**TOY BALLOONS**  
and  
**BALLOON NOVELTIES**  
for  
Advertising Purposes  
The Western Reserve Rubber Co.  
155 Kenmore Blvd. Akron, Ohio

of his oft-repeated texts that he  
is passing it along to the Class:

"Strictly speaking, duplication  
of circulation simply means over-  
lapping of a medium's circulation  
by that of another medium. In  
other words, if an advertiser buys  
space in 'A,' a monthly magazine,  
and in 'B,' another monthly maga-  
zine, he may feel reasonably sure  
that a proportion of the readers of  
'A' every month also see 'B' every  
month, and vice versa.

"Few things in advertising are  
so often misrepresented or so  
often misunderstood as the subject  
of duplication. One should never  
be misled by 'duplication' figures  
into the belief that duplication is  
waste effort, for duplication (or  
call it by its right name, repetition)  
is the life-blood of advertising.  
You 'duplicate' a maga-  
zine's circulation to the maximum  
when you advertise in every issue  
of that magazine. No doubt there  
will always be controversy as to  
whether the wide market will pro-  
duce more sales than the narrow  
market when the latter is more in-  
tensively cultivated. It is excellent  
advertising practice to reach likely  
purchasers as often as possible  
with an advertising message.  
Therefore, it would seem that  
duplication is more of an asset  
than a liability."

Truly there has been so much  
talk about the duplication bugaboo  
that the sound advice offered by  
the authors of "Advertising Cam-  
paigns" is particularly welcome.

### Wheeling, W. Va., Agency Reorganized

The McAdam Advertising Service,  
Wheeling, W. Va., has been reorganized  
and will be known in the future as the  
McAdam-Knapp Advertising Corpora-  
tion. The following officers have been  
elected: President, H. L. Henderson;  
vice-president, Fred G. Knapp; secre-  
tary, George Oldham, and treasurer and  
general manager, Will McAdam.

### Jewel Tea Sales Greater

Sales of the Jewel Tea Company for  
the first four months of this year totaled  
\$4,505,841. This compares with \$4,  
342,265 for the corresponding period  
last year, an increase of 3.8 per cent.  
During this period in 1926, 1,065 sales  
routes were operated, thirty-six more  
than in that period last year.



C. L. FORGEY  
*Director of Advertising*  
 Berry Brothers, Inc.

## *When I first met* PRINTERS' INK

IN 1890 along about the time when Ripans, Printers' Ink Jonson, Charles Austin Bates and Manly M. Gillam, Wolstan Dixey, *et al.*, were in flower—that's when I first spied PRINTERS' INK. It was a little thin "mag" then but full of meat and, to a kid who was doing the advertising in a retail jewelry store in a Mid-western town, it was surely welcome.

My boss went away and told me to put some ads in the paper telling the people we were selling out, leaving town, etc. I wrote these ads and took them to our leading daily.

I had learned through PRINTERS' INK, that new copy should appear in each issue. But the business manager of the paper said "No, what you want is to put in an ad and leave it there, keep it before the people." I finally bribed the foreman of the shop to change the copy each day, and that was the beginning of new, live advertising copy in our town.

PRINTERS' INK is truly a clearing house for ideas. In the past thirty-odd years I have learned much and contributed little to PRINTERS' INK.

I'd say that PRINTERS' INK is almost indispensable to any business man, no matter whether he is a railroad president, a bank president or just an advertising executive, like myself.

Long may she wave.

*Ch Forsey.*

**This  
Sales Promotion  
and  
Advertising Manager**

seeks by his own initiative  
a new connection of broader  
scope.

He is at present employed and  
has the recommended confidence  
of his employers.

Thirty-four years old, college graduate, well connected, of Anglo-Saxon parentage and married.

"Big" executives commend this man as follows: Broad, successful sales experience; can analyze markets; write selling copy; make talented layouts; understands all the procedures of printing reproduction; possesses executive ability and a fundamental working knowledge of business operation.

Address "V," Box 39, Printers' Ink Weekly

**IDEAL EXECUTIVE OFFICE  
a bargain for  
an Advertising Agency**

or other organization requiring business location in New York. Fine light and air. Inquire

LESLIE H. CUSHMAN, 730 FIFTH AVENUE  
Telephone Circle 3212

New York City

**SALES EXECUTIVE**

Aggressive but well balanced—capable of locating the sales bug—reorganizing if advisable, or carrying on and improving morale of existing sales force. Has had marked success in national distribution through hardware, electrical and automotive jobbers. Prefers connection with manufacturer who has had profitable business in past but is now faced with real sales problem. Address "Q," Box 36, care Printers' Ink.

**Says Radio Advertising Is Too  
Spasmodic**

Herbert H. Frost, of Chicago, president of the Radio Manufacturers' Association, before the Convention of the National Radio Trade Association, at Atlantic City, stated that "Advertising plays an all-important part in successful marketing and, in my opinion, the radio industry has not received full benefit of the money expended, due to no fault of the publications, but rather to the lack of analysis and planning, resulting in the spasmodic appearance of copy." Mr. Frost also stated that approximately 18,000 newspapers are publishing broadcasting programs and that fifty of these have radio magazine sections. There are approximately fifty weekly or monthly radio magazines published.

The following officers were elected: A. T. Haugh, president; Carl Boyd, of Chicago, vice-president; H. H. Ebby, Philadelphia, second vice-president; Leonard Parker, Chicago, third vice-president; L. G. Baldwin, Chicago, secretary, and H. C. Lenz, Chicago, treasurer.

**F. W. Bope Joins "Editor &  
Publisher"**

F. W. Bope has joined *Editor & Publisher*, New York, as promotion manager. He has been manager of sales promotion and advertising for the American Incubator Manufacturing Company, New Brunswick, N. J. He previously was with the McGraw-Hill Company, Inc., New York.

**Appoints A. Eugene Michel  
and Staff**

The Vinco Company, Inc., New York, manufacturer of Vinco, a product used in conditioning steam-heating systems, has appointed A. Eugene Michel and Staff, New York advertising agency, to direct its advertising. Business papers and direct mail will be used.

M. Flodman has joined the advertising department of the Ellensberg, Wash., *Record*.

**Multigraph Ribbons Re-inked**

Our  process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

**W. Scott Ingram, Inc.**

Dept. B. 67 West Broadway, New York City

**"GIBBONS knows CANADA"**

TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTRÉAL

WINNIPEG

## Would You Like to Sell For the Outstanding Direct Advertising Agency in the Business—

With the finest merchandising and plans department behind you—

With trained and experienced specialists in direct advertising media to support you—

With the most modern machinery available to insure "A-number-one" production to your clients—

With a convincing background of present clients made up of some of the largest national advertisers—

With a most liberal income plan allowing you to earn real money—

If selling *direct* advertising under the most ideal conditions interests you—and you have an advertising, sales and merchandising background obtained through general advertising agency or other experience—we would like to hear from you.

Your statements will be treated with utmost confidence.

Headquarters in New York City.

Address "R," Box 33,  
care of Printers' Ink.

# Classified Advertisements

Rate, 65c a line for each insertion. Minimum order, \$3.25  
First Forms Close Friday Noon; Final Closing Saturday

## BUSINESS OPPORTUNITIES

**Printers'-Bookbinders' Outfitters**  
Modern Cut-Cost Equipment  
Also Rebuilt Machinery  
Conner Fendler Branch, A. T. F. Co.,  
New York City

**Printing**—Automatic machinery, variety of type for commercial work. Imprinting a Specialty, QUALITY and SERVICE assured. Middletown Press (Chickering 8264), 117-119 W. 26th St., New York.

## Advertising Promotion

If you want more business, communicate with the International Publications Service, Incorporated, Suite 1004, 1841 Broadway, New York City.

## CANADIAN DISTRIBUTOR

operating in Quebec and Eastern Ontario wants Summer selling specialty. Electrical, Hardware or Automotive preferred. Can give excellent representation on the right articles.

**RADIO DISTRIBUTORS, LIMITED**  
18 Tansley St., Montreal, Que., Canada

## FASHION ILLUSTRATOR

A young lady is going to the French Riviera for an indefinite period. Her specialty will be fashion notes and sketches of the fashionable resorts in Southern France. She would be glad to hear from any publisher or business house who would like to secure her services. Sailing June 2. Box 574, Printers' Ink.

## HELP WANTED

### FREE LANCE { ARTIST COPY MAN ! PRINTER

Agency has space for all. Accounts growing. Need help. Will share business partly with those who come in. 707 FISK BLDG., or Circle 9841-42.

**Advertising Make-Up Man**—Young man with practical experience in agency or publication wanted to handle details of advertisers copy, proofs and make-up on two fortnightly and one monthly industrial papers; write fully on education, training, nationality and salary; opportunity to join established growing publishing organization. Box 597, P. I.

**Advertising Display Salesmen.** We manufacture Genuine Photographs for window and counter displays, also a complete line of direct mail advertising and have a few choice territories open for high grade salesmen, commission basis, exclusive territory. Address The Garraway Company, Rutherford, New Jersey, giving full particulars as to experience, references, etc., in first letter.

**MAN TO SELL SYNDICATED MAGAZINE** to retail merchants. Established company with high-grade proposition. Splendid opportunity and large earnings open to capable salesmen. State age, references, experience in full. Interviews arranged in New York or Chicago. Box 577, Printers' Ink.

**ADVERTISING SOLICITOR**—Young man with experience in trade journal advertising selling who can sell by making copy suggestions on the only national trade paper in its field. Territory, New York City and vicinity. Here's an opportunity to make a real connection. Box 598, Printers' Ink.

## We Want the Right Man

To secure advertising (for the world's most important import, export, industrial and commercial directory) in each city in the United States having a population over 250,000. Strictly a commission proposition. Sole and exclusive territory granted. All reasonable co-operation. No advances, no expenses, no drawing account. Unusual opportunity. Apply by letter only, furnishing two references. Suite 1005, at 1841 Broadway, New York.

## TO PUBLIC UTILITY PUBLICITY MEN

Leading Public Utility Company wants to add to its Publicity Department a man who has had experience in this line of work with public utilities. Must be able to write newspaper articles, general descriptive matter and produce booklets, window cards, display ads, etc., about public utility services. State experience, salary expected and send samples which will be taken care of and returned. Everything treated in strictest confidence. This is a good opening for a good young publicity man who knows something about public utilities. Box 595, Printers' Ink.

## MISCELLANEOUS

### Exceptional Studio Space for Figure Artist with a Smile

An advertising agency wishes to rent exceptional working space to a good pen and ink figure man. There's quite a bit of work we give out that this man could do—so he could make up his rent very quickly. He's got to smile as well as draw—'cause it's a congenial family. Box 599, Printers' Ink.

**POSITIONS WANTED**

**COLUMBIA UNIVERSITY GRADUATE IN ADVERTISING** desires connection with advertising manager of agency, department store, manufacturer or corporation. A-1 references. Salary no object. Box 575, P. I.

**ACCOUNTANT**

Tactful and capable taking complete charge office or factory systems; Christian; married; salary moderate. Box 591, Printers' Ink.

**Foreman, Working Foreman**, producer high-grade commercial work, layout, stonehand, desirous connecting with medium size plant. Satisfy customers. Executive 12 yrs. Union. Box 594, P. I.

**Here's Your Man!**

Past five years Assistant Advertising Manager large oil company of Standard group. Box 588, Printers' Ink.

**Advertising Man**, now in Buffalo, handling circular work and publicity for company selling by mail—formerly with advertising agency—wants larger opportunity along similar lines. Box 596, P. I.

**CARTOONIST**

and **Illustrator of ads.** 15 years' experience, desires a few additional accounts. Box 592, P. I.

**Advertising Manager Available**

Eight years' experience in agency, direct mail and retail; previously in engineering. Thirty-two. Married. University graduate. Middle West preferred. Box 589, P. I.

**Ad-Man's Assistant**

Age 35. Publisher and associate editor. Salary secondary to New York connection. Versatile; copy writer. Box 584, P. I.

**N. Y. COPY WRITER**

Eight years copy chief large agencies and advertising manager for leading manufacturers. Box 579, Printers' Ink.

**Young woman** with five years' advertising agency experience as secretary, outside investigator and interviewer wants position with opportunity for future. Writes well. Starting salary, \$40. Christian. Box 586, Printers' Ink.

**ARTIST**—Young man, thirty, would like steady position, *not necessarily in New York*, with high-class printing or publishing house; A-1 at lettering and design, also booklet and catalogue layouts. Box 585, Printers' Ink.

**Salesman with executive experience**, 13 years with one firm seeks connection with progressive manufacturing or mercantile firm. Where hard conscientious plugging plus experience will be appreciated. Box 601, P. I.

**MAN WITH IDEALS**

who likes to write, college graduate now on news staff of large daily near New York, believes advertising offers better future. Would like copy writing and layout work with agency. Box 600, P. I.

**Assistant to Account Executive**  
Young Man. University graduate desires training for account executive work. Serious. Selling personality and ability, some knowledge advg. merchandising. Opportunity chief consideration. Box 590, P. I.

**FURNITURE ADVERTISING MAN**—5 years with present chain organization. Also 15 years' agency copy and art experience. Makes distinctive furniture drawings as well. Expert merchandiser. Age 38. Salary \$100 a week. Box 578, P. I.

**YOUNG MAN**

desires connection with publisher or publisher's representative. 3 years national agency and 4½ years publisher representative experience. Excellent references. Box 582, Printers' Ink, Chicago Office.

**ADVERTISING MANAGER**

Young man, experienced in market analysis, copy writing and layouts. At present advertising manager for New York manufacturer. College graduate. New York territory preferred. Box 587, P. I.

**Seven years' experience in national advertising field.** Knowledge printing—engraving. Would like connection with advertising agency or advertising department of manufacturer. Age 29. References. Address Box 583, Printers' Ink, Chicago Office.

**ADVERTISING MAN**

College graduate, eight years' experience, competent copy writer, layout, production man, space buyer. Thoroughly acquainted sales promotion, merchandising. Compile catalogues, circulars, pamphlets. Box 580, Printers' Ink.

**TECHNICAL**

Experienced technical copy writer and advertising executive would connect with Eastern manufacturer. Graduate engineer. Agency training. Experienced manager, author and editor. Now employed. Minimum salary, \$6500. Box 576, P. I.

**ADVERTISING ASSISTANT**

College graduate, with 7 years' experience as copy writer and promotion manager, and thorough understanding of the mechanics of advertising, desires position as assistant to agency Account Executive or Advertising Director. Box 581, P. I.

**WHAT HAVE YOU** for a man 24—University graduate. Training and newspaper and commercial exp. in advertising, marketing, sales administration and merchandising. Research, sales promotion, service, dealer co-operation, etc. Familiar with advertising copy, layouts, media and printing detail. Consistently successful. Box 602, P. I., Chicago.

**Advertising Manager** whose record entitles him to assert, with modesty and assurance, that he can be a valuable factor in the exploitation of almost any business, commodity or service, is open for new connection. A man of balanced judgment, ripe experience, imaginative and constructive mind, withal a hard, consistent worker, he would constitute a dependable asset to any organization that employs him. Box 593, Printers' Ink.

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An analysis.

¶ Our organization has been  
in existence four years.

¶ We have lost one client.

¶ We now have on our books  
nineteen clients, five of them  
added in the past four months.

*A client's continued relation with  
its advertising agent is a good  
indication of the service rendered.*

FOX & MACKENZIE  
*Advertising*



1214 Locust St., Philadelphia

# Chicago Tribune advertising builds \$10,000,000 business for Walgreen Drug Stores

THEN years ago the Walgreen Drug Company had nine drug stores doing a yearly business of \$270,000. Today there are seventy-six stores in Chicago and seventeen stores in other mid-western cities. Last year the total sales of the 93 stores amounted to nearly \$10,000,000.

Mr. Walgreen has built this tremendous business by concentrating his advertising in The Chicago Tribune. In the last four years he has placed more advertising in The Chicago Tribune than in all other Chicago newspapers combined.

---

### *Lineage Placed by The Walgreen Drug Co. In Each Chicago Newspaper Since 1922*

| <i>Year</i>       | <i>Tribune</i> | <i>American</i> | <i>Herald-<br/>Examiner</i> | <i>News</i>   |
|-------------------|----------------|-----------------|-----------------------------|---------------|
| 1922              | 26,681         | 15,940          | 1,728                       | 10,538        |
| 1923              | 86,656         | 32,874          | 0                           | 0             |
| 1924              | 164,048        | 52,978          | 17,324                      | 11,436        |
| 1925              | 154,406        | 60,206          | 55,045                      | 60,579        |
| <b>Four years</b> | <b>431,791</b> | <b>161,998</b>  | <b>74,097</b>               | <b>82,553</b> |

*During the first four months of 1926 The Tribune has received more Walgreen advertising than all the other papers combined.*

---

There are approximately 1,500 drug stores in Chicago. Walgreen with 76 stores has annual city sales of \$8,528,815. Think of the possibilities for manufacturers selling through the drug trade of Chicago who follow Mr. Walgreen's example and concentrate their advertising in

# The Chicago Tribune

**THE WORLD'S GREATEST NEWSPAPER**

*Circulation more than 740,000 copies daily; more than 1,000,000 copies Sunday*